

# PANEL PACKET

June 2023



Employment Training Panel



## PANEL NOTICE/AGENDA

**Friday, June 9, 2023  
9:30 a.m.**

### VIRTUAL MEETING

**Attention:** In accordance with Government Code section 11133, this Panel Meeting will not have a physical presence; but rather, this Panel Meeting will be held through teleconferencing as noticed herein.

The Panel Meeting will be live streamed and open to the public on Zoom:

**Join Zoom Meeting:**

<https://us06web.zoom.us/j/82355614753>

**Webinar ID: 823 5561 4753**

**One tap mobile: 888-278-0296 US Toll-free**

**Conference code: 1185529**

*Note: Representatives for the Proposals in this Panel Meeting are required to login to the webinar to answer Panel comment and questions.*

\*All times indicated below and the order of business are approximate and subject to change

Webinar Login For assistance, login and raise your hand or contact Ryan.Boyd@etp.ca.gov or Christina.deLeon@etp.ca.gov	9:00am	Ryan Boyd Christina de Leon
Webinar Instruction Intro Virtual: Audio-Ryan/Christina/Voice-Panel Only	9:30am	Ryan Boyd Christina de Leon
Call to Order by Chair Virtual: Audio-Rebecca/Voice-Panel Only <ul style="list-style-type: none"><li>Roll Call</li></ul> Hand-Raise Pause for Public Comment-Christina <ul style="list-style-type: none"><li>Action to Approve June Panel Meeting Agenda</li><li>Action to Approve April Panel Meeting Minutes</li></ul>		Rebecca Bettencourt
Executive Report Virtual: Audio-Reg/Peter/Jaime/Tara/Erich/Voice-Panel Only <ul style="list-style-type: none"><li>Legislative/Budget/Other Budget Update and Action on Allocations</li><li>Request Motion to Adopt Consent</li></ul>		Reg Javier Peter Cooper Tara Armstrong Erich Shiners Marcela Loza

Panel Date: June 9, 2023

## Calendar Projects/Action

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### Introduction, Review and Action on HWAF Proposals

Virtual: Audio-Presenters/ Voice-Presenters & Panel and Contractors (if needed)

Virtual: Hand-Raise Pause for Public Comment-Christina

Diana Torres

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### Introduction of Literacy Proposals

#### Review and Action on Literacy Proposals

Virtual: Audio-Presenters/ Voice-Presenters & Panel and Contractors (if needed)

Virtual: Hand-Raise Pause for Public Comment-Christina

Ilya Launitz

Ryan Swier

Phil Boyer

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### Review and Action on Proposals

Virtual: Audio-Presenters/ Voice-Presenters & Panel and Contractors (if needed)

Virtual: Hand-Raise Pause for Public Comment-Christina

Kellen Hernandez

Ryan Swier

Chris Hoover

Phil Boyer

Heather Miguel

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### Opportunity for Panel Members to Request Agenda Items for Future Panel Meetings

Virtual: Voice available for Panel Only

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### Public Comment on Matters Not on the Agenda

Virtual: Hand-Raise for Public Comment via Voice - Christina

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### Public Meeting Adjourns

Under Government Code section 11123(a), all meetings of a state body are open and public, and all persons are permitted to attend any meeting of a state body, except as otherwise provided in that article. ETP may take action on any item listed in this Notice/Agenda. You can obtain further information about this Notice/Agenda by contacting Michael A. Cable, Staff Attorney, at (916) 327-5422, or Michael.Cable@etp.ca.gov, or sending a written request to Michael A. Cable, Staff Attorney, at Employment Training Panel, 1100 J Street, 4th Floor, Sacramento, California 95814. Written comments on agenda items should be submitted no later than 12:00 p.m. the business day before the meeting in order to afford adequate time to consider your comments.

This Notice/Agenda of Panel Meeting and related documents are available on the ETP website at [www.etp.ca.gov](http://www.etp.ca.gov). The dollar amounts shown in this Notice/Agenda are estimates only, subject to change up to and including the date of the Panel Meeting. Please continue to access the ETP website for current and updated information. In the event the Panel does not have a quorum at the Panel Meeting noticed herein, then those Panel Members in attendance will meet as a committee at the same time and place identified herein, and said Panel Members in attendance will meet as a committee in order to hear the items identified in this Notice/Agenda, but will not vote or take action. While ETP intends to webcast its meetings, it may not be possible to webcast the entire open meeting due to limitations on resources.

The meeting is accessible to the physically disabled. A person who needs a disability-related accommodation or modification in order to participate in the meeting, including without limitation auxiliary aids or services, may make a request by contacting Michael A. Cable, Staff Attorney, at (916) 327-5422, or Michael.Cable@etp.ca.gov, or sending a written request to Michael A. Cable, Staff Attorney, at Employment Training Panel, 1100 J Street, 4th Floor, Sacramento, California 95814. Providing your request so that it is received at least five (5) business days before the meeting will help ensure availability of the requested accommodation.

## REVIEW AND ACTION ON PROPOSALS

These funding proposals are listed by Regional Offices and do not reflect the actual order of presentation. They will be considered by the Panel in accordance with a Table of Contents to be published on the ETP website no later than Monday, June 5, 2023, although the Panel may still change the order at the meeting. In regards to those items indicated below as an Amendment, please note that the dollar amount only reflects the proposed amendment amount, and not the total funding amount for the contract. Funding proposals are reviewed by the Panel on a case-by-case basis, and any action on a funding proposal shall not be binding on any other funding proposal.

### North Hollywood Regional Office

Alhambra Healthcare & Wellness Centre, LP -----	\$393,185
Betts Company-----	\$496,800
El Sol Neighborhood Educational Center (Literacy) -----	\$319,125
Glendale Community College Professional Development Center-----	\$599,370
Hanover Holdings dba Monarch Home Services -----	\$175,720
Murrieta Chamber of Commerce -----	\$586,710
Old Pueblo Ranch Inc. dba La Reina Inc. -----	\$259,440
P2S Inc. -----	\$310,500
Raymond Handling Solutions, Inc. -----	\$313,590
Rivian Automotive, LLC (Critical Proposal) -----	\$248,400
San Bernardino Community College District (Literacy) -----	\$497,880
Santa Ana Healthcare & Wellness Centre, LP -----	\$377,200
The Wonderful Company LLC-----	\$172,040

### San Diego Regional Office

Anaheim Point Healthcare & Wellness Center, LP dba Windsor Gardens Healthcare -----	\$251,390
Bath Makeover by Shugarman’s, Inc. -----	\$8,280
Family HealthCare Network (HWAF) -----	\$749,340
Orange Coast Title Company -----	\$176,115
Reser's Fine Foods, Inc. -----	\$127,650
SeaSpine, Inc. -----	\$489,118
Sharp Healthcare (HWAF) -----	\$499,520
The Regents of the University of California; University of San Diego Health (HWAF) -----	\$499,376
USC Verdugo Hills Healthcare dba USC Verdugo Hills Hospital (HWAF) -----	\$499,560

**San Diego Regional Office** (continued)

Valley Children's Healthcare, dba Valley  
Children's Hospital (HWAF) ----- \$499,675

**San Francisco Regional Office**

10X Genomics, Inc. ----- \$483,000  
ARC Document Solutions, LLC ----- \$445,050  
Electronic Interface Company, Inc. dba Applied Engineering ----- \$202,400  
Mercer Foods, LLC dba Thrive Foods ----- \$282,900  
Movement for Life, Inc. ----- \$199,410  
Vera Therapeutics, Inc. ----- \$140,760

**Sacramento Regional Office**

Brower Mechanical CA LLC dba Brower Mechanical ----- \$243,800  
California Manufacturers and Technology Association ----- \$599,011  
California Manufacturers and Technology  
Association (Literacy) ----- \$497,880  
California Manufacturing Technology Consulting (Literacy) ----- \$183,114  
Cepheid ----- \$499,100  
Children's Hospital Los Angeles (HWAF) ----- \$499,928  
Community Hospital of the Monterey Peninsula (HWAF) ----- \$499,698  
CytomX Therapeutics, Inc. ----- \$105,800  
Flory Industries ----- \$98,440  
JBR, Inc. dba San Francisco Bay Coffee ----- \$177,215  
Jon K Takata Corporation (Literacy) ----- \$113,827  
Lompoc Hospital District Foundation dba Lompoc Valley  
Medical Center (HWAF) ----- \$499,928  
Mountain G Enterprises Inc. ----- \$285,200  
Multimedical Systems, LLC ----- \$112,930  
NorthBay Healthcare Corporation (HWAF) ----- \$499,928  
Rady Children's Hospital-San Diego (HWAF) ----- \$499,928  
San Joaquin County Economic Development Association ----- \$276,012  
State Center Community College Foundation (Literacy) ----- \$240,840  
Tae Technologies, Inc. dba Tri Alpha  
Energy, Inc. (Critical Proposal) ----- \$270,250  
Varni Brothers Corporation ----- \$112,332

Panel Date: June 9, 2023

**Program Projects Unit**

Viticulture and Enology Technician Apprenticeship Program ----- \$36,945

**PROPOSALS APPROVED**

**BY DELEGATION ORDER FOR 04/19/23 – 05/29/23**

<b>≤ \$75,000</b>	<b>Approved Date</b>	<b>Approved Amount</b>
<b><u>North Hollywood Regional Office</u></b>		
Morgan Gallacher, Inc. dba Custom Chemical Formulators Inc.	05/15/23	\$56,580
Oncocyte Corporation	05/24/23	\$67,275
Skyworks Solutions, Inc.	04/19/23	\$32,660
<b><u>San Francisco Regional Office</u></b>		
Oven Fresh Bakery, Incorporated	05/19/23	\$17,940
<b><u>Sacramento Regional Office</u></b>		
WFO Concepts	04/27/23	\$47,150



State of California—Labor and Workforce Development Agency

# Employment Training Panel

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Skyworks Solutions, Inc.  
WFO Concepts



# M e m o r a n d u m

To: Panel Members

Date June 9, 2023

From: Reg Javier  
Executive Director

Subject: **Future Meeting Sites**

<p><b><i>June Panel</i></b> <b><i>June 9<sup>th</sup>, 2023</i></b></p>	<p><b>Virtual – Via Zoom</b> <b>Friday 9:30 AM – 3:30 PM</b></p>
<p><b><i>July Panel</i></b> <b><i>July 21<sup>st</sup>, 2023</i></b></p>	<p><b>In Person – CalEPA Coastal Room</b> <b>1001 I St, Sacramento, CA 95814</b> <b>Friday 9:30 AM – 3:30 PM</b></p>
<p><b><i>August Panel</i></b> <b><i>August 25<sup>th</sup>, 2023</i></b></p>	<p><b>In Person – CalEPA Coastal Room</b> <b>1001 I St, Sacramento, CA 95814</b> <b>Friday 9:30 AM – 3:30 PM</b></p>
<p><b><i>September Panel</i></b> <b><i>September 29<sup>th</sup>, 2023</i></b></p>	<p><b>In Person – CalEPA Coastal Room</b> <b>1001 I St, Sacramento, CA 95814</b> <b>Friday 9:30 AM – 3:30 PM</b></p>



**STATE OF CALIFORNIA  
EMPLOYMENT TRAINING PANEL**

**Friday, April 28, 2023**

**Panel Members**

Rebecca Bettencourt  
Chair

Rick Smiles  
Acting Chair

Dee Dee Myers  
*Ex-Officio* Member

Ernesto Morales  
Member

Gretchen Newsom  
Member

Douglas Tracy  
Member

Madison Hull  
Member

Michael Hill  
Member

**Executive Staff**

Reg Javier  
Executive Director

Peter Cooper  
Assistant Director

Jaime Gutierrez  
Chief Deputy Director

Tara Armstrong  
Deputy Director of Technical Branch

Erich Shiners  
Assistant Director/Chief Counsel

**STATE OF CALIFORNIA**  
**EMPLOYMENT TRAINING PANEL**  
California Environmental Protection Agency (CalEPA)  
1001 I Street, 2<sup>nd</sup> Floor, Sacramento, CA 95814  
**Friday, April 28, 2023**

**I. PUBLIC PANEL MEETING CALL TO ORDER**

Acting Chair Rick Smiles called the meeting to order at 9:32 a.m.

**II. ROLL CALL**

Present

Gretchen Newsom  
Rebecca Bettencourt  
Rick Smiles  
Madison Hull  
Michael Hill  
Chris Dombrowski

Not in attendance

Douglas Tracy  
Ernesto Morales

Executive Staff

Peter Cooper, Assistant Director  
Jaime Gutierrez, Chief Deputy Director  
Tara Armstrong, Deputy Director of Technical Branch  
Erich Shiners, Assistant Director/Chief Counsel

**III. AGENDA**

The April Agenda was reviewed.

**ACTION:** Member Newsom moved and Chair Bettencourt seconded approval of the April Agenda with no changes. All Panel Members present voted in the affirmative for approval of the April Agenda.

Motion carried, 6 to 0.

**IV. MINUTES**

The March Meeting Minutes were reviewed.

**ACTION:** Member Newsom moved and Member Hull seconded the approval of the March Meeting Minutes with no changes. All Panel Members present voted in the affirmative for approval of the March Meeting Minutes.

Motion carried, 6 to 0.

## **V. REPORT FROM ASSISTANT DIRECTOR COOPER**

Starting in July all meetings will be in person. Since we have run out of SET funds for the fiscal year we will be inactivating applications in the queue. The application window for the 2023-24 Fiscal Year will open on May 1<sup>st</sup>. Today's panel meeting is for 19 projects totaling \$6.6 million in funding requests. This includes six Delegation Orders. After today's panel meeting, the Employment Training Panel will have approximately \$20.4 million left in contracting capacity for the 2022-23 Fiscal Year.

There was a large demand for the Healthcare Advancement Fund (40 applications [14 MEC & 26 Single Employer] for a total requested amount of \$35,207,704) and Workforce Literacy Pilot Program (45 applications [34 MEC & 14 Single Employer] for a total requested amount \$16,507,130). The application window for both programs closed on March 20<sup>th</sup>. Applications are being reviewed. We will be getting proposals to Panel in June with some in July or August.

## **VI. UPDATE ON CAL-E-FORCE**

Cal-E-Program applications for Fiscal Year 2023-24 opens Monday, May 1<sup>st</sup> at 9:00 a.m. Apprenticeship applications open from May 1<sup>st</sup> –June 9<sup>th</sup>. Productive lab questions have been added to the Application for clarity. Next steps will be working on streamlining the proposal from the application efforts with CivicMakers. Under Cal-E-Grants we are continuing to work with the California Workforce Development Board on the Grants. Lastly our Enterprise Support Security measures are being increased to comply with state regulations for conditions of use and Privacy Policy updates.

## **VII. LEGISLATIVE AND LEGAL UPDATE**

Added new bill, Assembly Bill 1766, to our ETP Legislative Tracking. This Bill was amended April 13 to include ETP's legislative proposal; no date for policy committee hearing. Three bills have moved from policy committee to Appropriations Committee: AB241, SB382 and SB822.

The two action items are the beginning of efforts to update ETP's regulations. There have been no regulation changes since 2011.

## **VIII. REPORT OF THE CHIEF DEPUTY DIRECTOR**

### **Regarding Funding**

Today's Panel Meeting is for approximately \$6.8 million, which includes six Delegation Orders with a total of \$173,190. Delegation Orders are Proposals capped at \$75K and approved under delegated authority by the Executive Director on a continuous flow basis. For this state fiscal year ETP has approved a total of 64 Delegation Orders. If all proposals scheduled for this Panel Meeting are funded today, the Panel will be approving 19 projects and 4 amendments for the California Community College Funds (CCCF). After today's panel meeting the Employment Training Panel will have approximately \$20.4 million left in contracting capacity for the 2022-23 fiscal year.

### **Regarding Demand and Allocations:**

There are 116 applications currently in demand and 70 applications are with the Regional Offices in development. With 23 applications under review with the applications and assessment unit

and 16 submitted applications pending review. The estimated value of the 116 applications is \$26.6 million (\$20 million for single employers, \$3.3 million for multiple employer contracts, \$2.7 million for small business, and \$454,776 for Apprenticeship Proposals; with zero demand for Critical Proposals). We are currently within our allocations for this fiscal year 2022-23. The four amendments for the CCCF are to increase existing contracts.

## **IX. CONSENT CALENDAR**

Tab 9 (Orange Coast Title Company) was pulled from the consent calendar.

**ACTION:** Member Newsom moved and Member Hull seconded approval of the Consent Calendar without Tab 9 (Orange Coast Title Company) with inclusion of the four Amendments for the California Community College Funds. All Panel Members present voted in the affirmative to approve as moved.

Motion carried, 6 to 0.

## **X. POLICY COMMITTEE REPORT**

Policy Committee Meeting took place Tuesday, April 18 at 1:00 p.m. Reminder regarding Alternative Record Keeping was given. There was a discussion about strategies for Apprenticeship funding for Fiscal Year 2023-24. Two discussion items were heard regarding NAICS and Priority Industries. Committee approved an item regarding the collection of occupations at enrollment for all trainees and moved that it be brought to Panel today.

Motion was made to hear Proposals before Presentations

**ACTION:** Member Dombrowski moved and Member Newsom seconded approval to hear Proposals before Presentations. All Panel Members present voted in the affirmative to approve as moved.

Motion carried, 6 to 0.

## **XI. ACTION ON PROPOSALS**

### **SINGLE EMPLOYER CONTRACTS**

#### **Tab No. 18: Fujifilm Irvine Scientific, Inc.**

First time contractor. Funding requested \$590,640 to train 350 retrainees and 292 job creation trainees. Training will take place in Orange County.

**ACTION:** Member Newsom moved and Member Dombrowski seconded approval of the proposal submitted by Fujifilm Irvine Scientific, Inc. in the amount of \$590,640. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

**Tab No. 19: George Reed, Inc.**

Acting Chair Smiles recused himself.

First time contractor. Funding requested \$496,800 to train 450 retrainees and 50 job creation trainees.

ACTION: Member Newsom moved and Member Hull seconded approval of the proposal submitted by George Reed, Inc. in the amount of \$496,800. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

**Tab No. 20: Kings Healthcare & Wellness Center, LP**

Repeat contractor. Funding requested \$499,560 to train 443 retrainees.

Agreement to have staff update the contract to increase wages in Jobs 4 & 5 to \$19-\$22.

ACTION: Member Newsom moved and Member Hull seconded approval of the proposal submitted by Kings Healthcare & Wellness Center, LP in the amount of \$499,560 also reflecting the increase in wages for Jobs 4 and 5 to \$19 to \$22. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

**Tab No. 21: Producers Dairy Foods, Inc.**

Repeat contractor. Funding requested \$499,560 to train 543 retrainees.

ACTION: Member Newsom moved and Member Hull seconded approval of the proposal submitted by Producers Dairy Foods, Inc. in the amount of \$499,560. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

**Tab No. 22: Sensient Flavors LLC dba Sensient Dehydrated Flavored Company**

First time contractor. Funding requested \$443,900 to train 543 workers. Training will take place at Turlock and Livingston locations.

Agreement to have staff update the contract to increase wages to \$18.06.

ACTION: Member Newsom moved and Member Hull seconded approval of the proposal submitted by Sensient Flavors LLC dba Sensient Dehydrated Flavored Company in the amount of \$443,900. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

## **MULTIPLE EMPLOYER CONTRACTS (MEC)**

### **Tab No. 23: Los Angeles Trade Technical College**

Repeat contractor. Funding requested \$599,970 to train 885 retrainees in Los Angeles, Orange and Santa Bernardino counties.

ACTION: Member Newsom moved and Member Hull seconded approval of the proposal submitted by Los Angeles Trade Technical College in the amount of \$599,970. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

### **Tab No. 9: Orange Coast Title Company**

Request made to table matter to future Panel meeting.

ACTION: Member Newsom moved and Member Hull seconded approval to table Orange Coast Title Company to future Panel meeting. All Panel Members present voted in the affirmative to table Orange Coast Title Company to future Panel meeting.

Motion carried, 6 to 0.

## **XII. ACTION ITEMS**

### **Collecting of Occupation Titles at Enrollment and Final Invoice for All Trainees**

Staff is requesting that the Panel approve the addition of the collection of occupation titles, at enrollment, and at final invoice for all trainees. To make things very simple, at enrollment, contractors will enter job titles used internally by the employer and at the final invoice, there would be a picklist of the occupations entered previously at enrollment. Allowing us to collect changes in the occupations (resulting from training etc.) at final invoice.

ACTION: Member Newsom moved and Member Hull seconded adoption and approval of the collection of occupation titles at enrollment and final invoice for all trainees. All Panel Members present voted in the affirmative to adopt and approve as moved.

Motion carried, 6 to 0.

### **Project Caps, Reimbursement Rates, Moratorium, and Allocations**

Every year we review our funding strategies and make recommendations for the next Fiscal Year on Funding Caps, Reimbursement Rates, Moratoriums, and Allocations. For the 2023-24 Fiscal Year this is for core funding only. Staff recommends that Project Caps remain the same for Single Employers (including Small Businesses) and Apprenticeship Proposals. The Recommendation is that for Critical Proposals and MECs the Caps should be increased from \$500K to \$750K, based on the demand of the last Fiscal Year. Regarding Reimbursement Rates staff proposes they remain the same. Comments were made at Policy Committee to look at increasing these due to inflation but with a limited budget this year we would serve fewer

trainees. Also, wages throughout the economy do not appear to have increased even though inflation has. The moratorium on our traditional “lowest funding priority” projects would be continued. The following allocations are being recommended based on an estimated \$86.4M in contracting capacity for 2023-24: Single Employer (\$32,395,605), Small Business (\$5,399,268), MEC (\$21,597,070), Apprenticeship (\$21,597,070), and Critical Proposal (\$5,399,268). With the allowance for staff to rebalance allocations at the end of the FY based on demand.

Requested inclusion of the educating of the Panel when a rebalance of the allocations is being made and reconsideration of increasing the Reimbursement Rates to come back to Policy Committee next year.

**ACTION:** Member Newsom moved and Member Dombrowski seconded approval as presented and described by staff the recommendations on Project Caps, Reimbursement Rates, Moratorium and Allocations (with the allowance for staff to rebalance allocations at the end of the Fiscal Year based on demand). All Panel Members present voted in the affirmative to approve as moved.

Motion carried, 6 to 0.

### **Industry Names and NAICS classifications**

ETP used the LMID data and compared it to ETP’s current designation policies and regulations, keeping in mind ETP Legislation and Regulations statutes. ETP Industry Names do not match NAICS classifications (BLS). Recommendation is to keep ETP’s current Priority Industries and adopt LMID’s recommendations, minus some codes that do not align with ETP legislation or Governor’s office initiatives and renaming ETP Priority Industry names consistent with NAICS database names.

Question regarding removal of nursing care facilities and ambulatory care services.

Staff had concerns with high turnover rates and those not performing well and wanted to prioritize to better utilize funds.

**ACTION:** Member Newsom moved and Member Hull seconded approval to keep current priority industries and adopting LMID’s recommendations minus some codes that don’t align with ETP legislation or Governor’s office initiatives, which include the 102 NAICS codes changes adding 109 priority industries and removing seven existing priority industry designations. Also, renaming the ETP Priority Industries names consistent with NAICS database name and at a future time we will take up the other items. All Panel Members present voted in the affirmative to approve as moved.

**ACTION:** Member Newsom moved to amend the original motion and Member Hull seconded approval to keeping the NAICS code for the nursing facilities. All Panel Members present voted in the affirmative to approve as moved.

Motion carried, 6 to 0.

## Legal Action Items

First Action Item is to Approve Revisions to Out-of-State Competition Regulations (22 CCR 4416 subsection i). ETP uses NAICS code to determine if a particular industry or sector has out of state competition. Our regulation contains a list, those on the list are deemed to be automatically exempt from proving out of state competition in order to receive ETP funding. One of the currently listed subsectors is 511 Publishing Industries except internet. Last year the Federal Government updated the NAICS codes and eliminated the 511 code and replaced with 513 Publishing Industries and added the Internet Publishing industries that were covered under a separate code, creating a combined Publishing Industries NAICS code. This is a substantive change, which has the effect of expanding the exemption in our regulation to include some employers, namely Internet Publishers that were not previously exempt. Additional change is to delete "2002" to avoid confusion as to which version of the NAICS codes we are using.

Recommendation is to approve proposed revised text of 22 C.C.R. section 4416 governing out of state completion. Authorize the Legal Unit to initiate the formal rulemaking process based on the approved text and further authorize the Legal Unit to review, evaluate and respond to public comments after the 45-day comment period without further Panel approval unless the Legal Unit suggests making substantive changes from the previously approved text; in which case the Legal Unit must bring the proposed changes to the Panel for approval.

Comment was made to bring any substantive changes to the Policy Committee to give the opportunity for public engagement.

**ACTION:** Member Newsom moved and Member Hull seconded approval of the attached revised text of 22 CCR 4416 governing out of state competition. Authorize the Legal Unit to initiate the formal rulemaking process based on the approved text and further authorize the Legal Unit to review, evaluate, and respond to public comments after the 45-day comment period without further Panel approval unless the Legal Unit suggests making substantive changes from the previously approved text; in which case the Legal Unit must bring the proposed changes to the Panel for approval, first going to Policy Committee. All Panel Members present voted in the affirmative to approve as moved.

Motion carried, 6 to 0.

Second Action item is to rescind the current ETP bylaws. Our implementing legislation requires that the Panel adopt by regulation procedures for conducting its business meetings as well as disclosure of contacts between Panel members and interested parties. ETP has never gone through the formal state required administrative rulemaking process to adopt those rules. We looked at the Panel adopted bylaws from a Legal angle and determined that they do not qualify as the regulations contemplated by the Statute. Recommendation to repeal the existing Panel bylaws effective immediately. Staff will then prepare draft regulations for the scheduling and conduct of Panel meetings, and disclosure of contacts with interested parties, to be reviewed and approved first by Policy Committee and then by the Panel prior to initiating the formal APA rulemaking process. In the meantime, the Panel would proceed according to Robert's Rules of Order, its governing statutes, and its regulations.

**ACTION:** Member Newsom moved and Member Hull seconded approval to repeal the existing Panel bylaws effective immediately. Staff will then prepare draft regulations for the scheduling and conduct of Panel meetings, and disclosure of contacts with interested parties, to be reviewed and approved by the Panel prior to initiating the formal APA rulemaking process. In the meantime, the Panel would proceed according to Robert's Rules of Order, its governing statutes, and its regulations. All Panel Members present voted in the affirmative to approve as moved.

Motion carried, 6 to 0.

**XIII. PRESENTATIONS**

NAICS Industries/Priority Industries-Economic Highlights by Brandon Hooker.

Apprenticeship Funding for Fiscal Year 2023-24 by Heather Miguel.

Presentation and Recommendation by CivicMakers.

**XIV. OPPORTUNITY FOR PANEL MEMBERS TO REQUEST AGENDA ITEMS FOR FUTURE PANEL MEETINGS**

No comments were made.

**XV. PUBLIC COMMENT ON MATTERS NOT ON THE AGENDA**

Public comment by Phillip Herrera asked if they are not going to use a first in first out criteria, then it is going to result in a complete bidding process. Phillip Herrera proposes the idea that the ETP staff score and give feedback as to where employers fall in the line and stack up against the others.

**XVI. MEETING ADJOURNMENT**

Acting Chair Smiles adjourned the meeting at 11:46 a.m.

## Single Employer Contractor

A single employer, ranging from a small business to a large publicly-traded corporation, may contract directly with the Panel. Usually, these are retraining projects for current employees.

- Unless funded under Special Employment Training (SET), a single employer must face out-of-state competition.
- A single employer must be subject to the Employment Training Tax.
- The employer must also make an “in kind” contribution toward the cost of training, as follows: 1) 100 or fewer employees, at least 50% of the ETP-funded amount; 2) more than 100 employees, at least 100% of the ETP-funded amount.
- The employer must provide union letters of support for employees who are represented. The employer should also be able to show how the training will enhance job security and improve opportunities for advancement.
- A single employer must establish the need for the particular training curriculum proposed.
- The employer must establish its ongoing commitment to training and represent that ETP funds will not displace existing resources.
- All single employer contracts are capped at \$500,000.

These features apply to core program funding.

## Multiple Employer Contractor

A Multiple Employer Contractor (MEC) may be a group of employers or a training agency, or a Workforce Investment Board.

- Up to 8% of program costs may be approved as additional funding for recruitment, placement and assessment activities. For New Hire training, the MEC may receive up to another 4% (total 12%). These costs must be justified.
- The project may be retraining or new hire training, or a combination of both. Training may take place at the worksite or a training center, or both.
- All MECs are capped at \$600,000 and are limited to one contract per Fiscal Year.

### *Retraining*

- Training hours for retrainees are capped at 200. The Panel may modify this cap for good cause on a case-by-case basis.
- The MEC must provide union letters of support for represented employees.
- The MEC must make an “in kind” contribution toward the cost of training, of at least 50% of the ETP-funded amount. These contributions may consist of:
  - 1) wages/benefits paid during training by participating employers;
  - 2) development, recruitment, placement, and assessment costs; and,
  - 3) facility and material expenses.
- The MEC must provide a list of participating employers to demonstrate actual employer demand for the occupational skills in the curriculum.
- The MEC must have a core group of participating employers for at least 80% of the training plan.
- Participating employers must be subject to the Employment Training Tax.
- Participating employers must demonstrate an ongoing commitment to training, and represent that ETP funds will not displace existing resources.

### *New Hire Training*

- Training hours are capped at 260. The Panel may modify this cap for good cause on a case-by-case basis.
- The MEC must have a plan for recruiting trainees and participating employers. As part of this plan, the MEC must have an advisory board of participating employers qualified to provide guidance on needed occupational skills.
- Training must be for job-related skills that apply to specific occupations in a given industry or to specialized occupations across an industry spectrum.
- For all occupations, the MEC should be able to show a statewide or local shortage of skilled workers.

These features apply to core program funding.

## Delegation Order Process

- The Panel has delegated authority to the Executive Director, without consultation with the Panel Chair, to approve (1) small business (100 or fewer employees) for \$75,000 or less, and (2) single and multiple employer proposals for \$75,000 or less.
- This procedure allows projects to be approved on a flow basis. This process recognizes the need for just-in-time training, and reduces or eliminates the need for a Consent Calendar.
- An ETP130 and Curriculum is prepared for each proposal. They are reviewed and approved after the Executive Director signs off. The effective date will be the date specified by the Field Analyst and if no date is specified, the earliest effective date of contract is the day after the project is approved by the Executive Director.
- A copy of approved Delegation Orders is included in each month's Panel Packet, for projects approved prior to the Panel meeting, as an informational item.



Employment Training Panel

# MEMORANDUM

To: Panel Members Date: June 9, 2023

cc: Reg Javier, Executive Director  
Peter Cooper, Assistant Director  
Jaime Gutierrez, Chief Deputy Director  
Tara Armstrong, Deputy Director

From: Erich Shiners, Assistant Director/Chief Counsel

Subject: Pending Legislation; California Legislature; 2023-2024 Regular Session

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## I. ASSEMBLY BILLS

- **[AB-86 Homelessness: Statewide Homelessness Coordinator.](#)**

Summary: Existing law establishes various programs to address homelessness, including requiring the Governor to create an Interagency Council on Homelessness. Existing law requires the council to, among other things, identify mainstream resources, benefits, and services that can be accessed to prevent and end homelessness in California and promote systems integration to increase efficiency and effectiveness to address the needs of people experiencing homelessness. This bill would require the Governor to appoint a Statewide Homelessness Coordinator, within the Governor's Office, to serve as the lead person for ending homelessness in California.

Status: On 5/18/2023-Read second time. Ordered to third reading.

- **[AB-227 State employment: social media platforms.](#)**

Summary: This bill, except as specified, would prohibit a person from installing an application for a social media platform on a state-owned or state-issued electronic device if specified conditions are met, including that the social media company that owns the application is domiciled in, has its principal place of business in, has its headquarters in, or is organized under the laws of, a country of concern. The bill would also prohibit a person from installing an application for a social media platform owned or controlled by specified companies from being installed on a state-owned or state-issued electronic device. The bill would define various terms for these purposes.

Status: Did not pass out of policy committee before deadline.

- **[AB-241 Air quality programs: funding.](#)** Summary: This bill would make various changes to the Enhanced Fleet Modernization Program, the Clean Transportation Program, and the Air Quality Improvement Program, and extend the \$20 smog abatement fee imposed on certain vehicles until January 1, 2035. This bill would take effect immediately as an urgency statute.

Status: On 5/22/2023-Read second time. Ordered to third reading.

- **[AB-437 State government: equity.](#)**

Summary: This bill would require state agencies and departments, in carrying out their duties, to

Status: On 5/26/2023-In Senate. Read first time. To Com. On RLS. for assignment.

- **[AB-469 California Public Records Act Ombudsperson.](#)**

Summary: This bill would establish, within the California State Auditor’s Office, the California Public Records Act Ombudsperson. The bill would require the California State Auditor to appoint the ombudsperson subject to certain requirements. The bill would require the ombudsperson to receive and investigate requests for review, as defined, determine whether the denials of original requests, as defined, complied with the California Public Records Act, and issue written opinions of its determination, as provided. The bill would require the ombudsperson to create a process to that effect, and would authorize a member of the public to submit a request for review to the ombudsperson consistent with that process. The bill would require the ombudsperson, within 30 days from receipt of a request for review, to make a determination, as provided, and would require the state agency to provide the public record if the ombudsperson determines that it was improperly denied. The bill would, if requested by the ombudsperson, require any state agency determined to have improperly denied a request to reimburse the ombudsperson for its costs to investigate the request for review. The bill would require the ombudsperson to create a process through which a person whose information is contained in a record being reviewed may intervene to assert their privacy and confidentiality rights, and would otherwise require the ombudsperson to maintain the privacy and confidentiality of records, as provided. The bill would require the ombudsperson to report to the Legislature, on or before January 1, 2025, and annually thereafter, on, among other things, the number of requests for review the ombudsperson has received in the prior year.

Status: On 5/26/2023-In Senate. Read first time. To Com. On RLS. for assignment.

- **[AB-518 Paid family leave: eligibility: care for designated persons.](#)**

Summary: This bill would expand eligibility for benefits under the paid family leave program to include individuals who take time off work to care for a seriously ill “designated person,” defined as “any individual related by blood or whose association with the employee is the equivalent of a family relationship.

Status: On 5/18/2023-Read second time. Ordered to third reading.

- **[AB-735 Workforce development: utility careers.](#)**

Summary: Among other things, this bill would establish the High Road Utility Careers (HRUC) program, to be administered by the board, to connect existing resources with individuals interested in careers in the utility sector and ensure a continued reliable workforce for California utilities. The bill would require the board to administer the HRUC program through partnerships with statewide water, wastewater, and energy utility associations and to coordinate the program with existing and future programs and initiatives administered by the board, including high road training partnerships, in order to align interested individuals with available resources. The bill would require the HRUC program, upon appropriation by the Legislature, to dedicate funding and resources toward accomplishing specified goals, including connecting workers to high-quality jobs or entry-level work with defined routes to advancement and increasing skills and opportunities while expanding pipelines for low-income populations.

Status: On 05/18/2023: In committee: Held under submission.

- **[AB-749 State agencies: information security: uniform standards.](#)**

Summary: This bill would require, by January 1, 2025, every state agency, as defined, to implement specified actions relating to data, hardware, software, internal systems, and essential third-party software, including multifactor authentication for access to all systems and data owned, managed, maintained, or utilized by or on behalf of the state agency. The bill would require state

agencies to implement a Zero Trust architecture, as defined, and prioritize the use of solutions that comply with, are authorized by, or align to federal guidelines, programs, and frameworks. This bill would require the office's chief, no later than January 1, 2024, to develop uniform technology policies, standards, and procedures for use by all state agencies in Zero Trust architecture, including multifactor authentication, as defined, on all systems in the State Administrative Manual and Statewide Information Management Manual. The bill requires the chief to update requirements for existing annual reporting activities to collect information relating to the progress state agencies are making to increase internal defenses of agency systems. The bill would authorize the chief to update existing annual reporting activities to include how a state agency is progressing with respect to specified goals. The bill would also make related legislative findings and declarations.

Status: On 5/18/2023-Read second time. Ordered to third reading.

- **[AB-823 Clean Transportation Program: eligible projects.](#)**

Summary: Existing law establishes the Clean Transportation Program, administered by the State Energy Resources Conservation and Development Commission, to provide funding, upon appropriation by the Legislature, to certain entities to develop and deploy innovative technologies that transform California's fuel and vehicle types to help attain the state's climate change policies. Existing law requires the commission to give preference to those projects that maximize the goals of the program based on specified criteria and to fund specified eligible projects, including, among others, alternative and renewable fuel infrastructure, fueling stations, and equipment. This bill would expand the list of eligible projects to include, among other things, roadway integrated fueling and parking surface integrated fueling projects.

Status: On 05/18/2023: In committee: Held under submission.

- **[AB-1050 Online Jobs and Economic Support Resource Grant Program.](#)**

Summary: Among other things, this bill would require the Employment Development Department, upon appropriation of funds by the Legislature, to administer the Online Jobs and Economic Support Resource Grant Program, which the bill would create for the purpose of funding inclusive, cross-jurisdictional, and innovative online platforms that support employment and earnings opportunities. The bill would specify the goals of the program, which would include reducing digital infrastructure gaps in employment and training services for individuals who face barriers to employment. The bill would also require the department, before awarding grants under these provisions, to develop and adopt guidelines and policies for the program, including a competitive award process with funding only awarded to applicants meeting specified requirements and conditions. These conditions would include the grant applicant having demonstrated experience serving underresourced populations and individuals with employment barriers.

Status: On 05/18/2023: In committee: Held under submission.

- **[AB-1163 Lesbian, Gay, Bisexual, and Transgender Disparities Reduction Act.](#)**

Summary: This bill would impose the provisions of the above-described act on the Business, Department of Housing and Community Development, and the California Commission on Disability Access, and would require these state entities to comply with the bill's provisions as early as possible following the effective date of this bill, but no later than July 1, 2025.

Status: On 5/22/2023-Read second time. Ordered to third reading.

- **[AB-1224 Workforce development: green jobs survey.](#)**

Summary: This bill would require the Labor Market Information Division of the Employment Development Department to conduct, upon appropriation by the Legislature, a green jobs survey, as specified, to gather information about statewide green job industry strengths. The bill would require the division to create a standard operating definition of "green job" based on the results of the survey for the purpose of employment in California, as described. The bill would require the California Workforce Development Board to incorporate the survey's findings into education outreach, as specified, and would require the Workforce Services Branch of the Employment

Development Department to incorporate the survey's findings into appropriate communications or educational materials relating to job opportunities for persons seeking employment.

Status: On 05/18/2023: In committee: Held under submission.

- **AB-1365 Workforce development: grocery industry.**

Summary: This bill would require the Labor and Workforce Agency to develop a labor-management training partnership to identify workforce training methods appropriate for the grocery industry.

Status: Did not pass out of policy committee before deadline.

- **AB-1370 California Community Colleges Economic and Workforce Development Program.**

Summary: This bill would revise and recast several provisions of the California Community Colleges Economic and Workforce Development Program. The bill would extend operation of the program indefinitely and would repeal the Job Development Incentive Training Program. The bill would revise and recast the principles governing the Economic and Workforce Development Program, provisions on the duties and membership of the program's advisory committee, the decision criteria for allocating program funds to colleges, and the definitions that apply to the program's provisions.

Status: On 5/18/2023-Read second time. Ordered to third reading

- **AB-1766 Division of Occupational Safety and Health: Regulations.**

Summary: Among other things, the bill would update statutory references within ETP's Enabling Legislation relating to the federal Workforce Innovation and Opportunity Act of 2014, the California Workforce Development Board, and local workforce development boards. Additionally, this bill would delete the statutory language declaring the intent of the Legislature that programs developed pursuant to these provisions not replace, parallel, supplant, compete with, or duplicate in any way already existing approved apprenticeship programs.

Status: On 05/26/2023: In Senate. Read first time. To Com. on RLS. for assignment.

## II. **SENATE BILLS**

- **SB-84 Air quality programs: funding.**

Summary: This bill would make various changes to the Enhanced Fleet Modernization Program, the Clean Transportation Program, and the Air Quality Improvement Program, and extend the \$20 smog abatement fee imposed on certain vehicles until January 1, 2035. This bill would take effect immediately as an urgency statute.

Status: On 5/22/2023-Read second time. Ordered to third reading.

- **SB-322 Zero-Emission Vehicle Battery Manufacturing Block Grants Program.**

Summary: This bill would require the State Energy Resources Conservation and Development Commission, or an entity it contracts with, to administer its Zero-Emission Vehicle Battery Manufacturing Block Grant Program, and would impose eligibility, application scoring, workforce, and reporting requirements on the program. The bill would authorize the commission, or an entity it contracts with, to adopt procedures and criteria to supplement these requirements.

Status: On 5/25/2023-In Assembly. Read first time. Held at Desk.

- **SB-382 California Workforce Pay for Success Act.**

Summary: This bill would establish the California Workforce Pay for Success Program to assist workers facing economic, social, and structural barriers to employment and career advancement, upon appropriation by the Legislature for these purposes. The bill would require the program to

enter into workforce pay for success contracts, as defined, with eligible organizations that serve qualified participants. The bill would require the California Workforce Development Board to establish a selection process for the program and solicit proposals from eligible organizations. The bill would also require the Labor and Workforce Development Agency and CWDB to convene a workgroup to advise the board on program design. Upon appropriation of funds by the Legislature, the bill would create the Workforce Pay for Success Program Fund for purposes of the program, and would require the board, on or before January 1, 2026, to submit a report to the Department of Finance and the Legislature regarding the implementation of the program.

Status: On 5/18/2023-May 18 hearing: Held in committee and under submission.

- **[SB-447 GO-Biz.](#)**

Summary: This bill would authorize the GO-Biz to establish the Building and Reinforcing to promote social equity, civil rights, and anti-discrimination through marketing and advertising campaigns. This bill also would

Status: On 5/25/2023-In Assembly. Read first time. Held at Desk.

- **[SB-525 Minimum wage: health care workers.](#)**

Summary: Among other things, this bill would require, beginning June 1, 2025, a health care worker minimum wage of \$25 per hour for hours worked in covered health care employment, as defined, subject to adjustment, as prescribed. From June 1, 2024 until June 1, 2025, the health care worker minimum wage would be \$21 per hour. The bill would provide that the health care worker minimum wage constitutes the state minimum wage for covered health care employment for all purposes under the Labor Code and the Wage Orders of the Industrial Welfare Commission. The health care worker minimum wage would be enforceable by the Labor Commissioner or by a covered worker through a civil action, through the same means and with the same relief available for violation of any other state minimum wage requirement. By establishing a new minimum wage, the violation of which would be a crime, the bill would impose a state-mandated local program.

Status: On 5/26/2023-Read second time. Ordered to third reading.

- **[SB-534 Equitable Access to Job Opportunity Pilot Program.](#)**

Summary: This bill would establish the Equitable Access to Job Opportunity Pilot Program, to be operative from January 1, 2024, to January 1, 2025, inclusive, to provide individuals without postsecondary education degrees from rural or low-income communities with financial aid for workforce development training and education to gain employment in key industries. The bill would require the board and the office to administer the pilot program, including identifying key industries and developing partnerships, pathways, and opportunities to ensure local development of those industries, as specified. The bill would require the board and the office to work with local stakeholders, including local workforce development boards, in securing job opportunities and building pathways and partnerships, as specified. The bill would require the board and the office, on or before January 1, 2027, to report to the Legislature on the effectiveness of the program, as specified. The bill would repeal the bill's provisions on January 1, 2028.

Status: On 5/25/2023-In Assembly. Read first time. Held at Desk.

- **[SB-544 Bagley-Keene Open Meeting Act: teleconferencing.](#)**

Summary: This bill would amend existing law that will remain operative after July 1, 2023, to remove indefinitely the teleconference requirements that a state body post agendas at all teleconference locations, that each teleconference location be identified in the notice and agenda of the meeting or proceeding, and that each teleconference location be accessible to the public. The bill would require a state body to provide a means by which the public may remotely hear audio of the meeting, remotely observe the meeting, or attend the meeting by providing on the posted agenda a teleconference telephone number, an internet website or other online platform, and a physical address for at least one site, including, if available, access equivalent to the access for a member of the state body participating remotely. The bill would require any notice required

by the act to specify the applicable teleconference telephone number, internet website or other online platform, and physical address indicating how the public can access the meeting remotely and in person. The bill would revise existing law to no longer require that members of the public have the opportunity to address the state body directly at each teleconference location, but would continue to require that the agenda provide an opportunity for members of the public to address the state body directly. The bill would require a member or staff to be physically present at the location specified in the notice of the meeting.

Status: On 5/26/2023-Referred to Com. on G.O.

- **SB-595 Covered California: data sharing.**

Summary: This bill would prohibit the California Health Benefit Exchange from disclosing to a certified insurance agent or a certified employment counselor personal information obtained from the Employment Development Department without the applicant's consent. The bill also would require a person or entity that receives information from the Exchange to take reasonable measures to safeguard the confidentiality of any personal information obtained from the Exchange and would prohibit a person or entity from using or disclosing that information for any purpose other than to market and publicize the availability of health care coverage through the Exchange to individuals, as directed by the Exchange.

Status: On 5/26/2023-Referred to Coms. on HEALTH and P. & C.P.

- **SB-822 Workforce development: Interagency High Road Act.**

Summary: This bill would require the Department of Industrial Relations and the California Workforce Development Board to collectively be responsible for oversight and decision-making, including, among other duties, creating high road evaluation metrics and developing technical assistance and evaluation infrastructure. The bill would require, upon request by a state agency, to establish interagency agreements that advance the objectives of high road procurement, contracting, and incentive programs. The bill would require, by January 1, 2025, each state agency to report to the Legislature the agency's plan to incorporate high road employment requirements in that state agency's procurement processes, contracts, and incentives programs. This bill would make these provisions effective only until January 1, 2030, and repeal them as of that date.

Status: On 5/22/2023-Read second time. Ordered to third reading.

- **SB-864 Workforce development: workplace rights curricula.**

Summary: Among other things, this bill would require the California Workforce Development Board to assist the Governor with partnering with the Labor Commissioner and other subject matter experts in developing workplace rights curricula to be provided to all individuals receiving individualized career services, supportive services, or training services through the California workforce system. The bill would require each local workforce development board to ensure the provision of workplace rights training consistent with that workplace rights curricula. The bill would require the comprehensive 4-year local plan to include a description of how the local board plans to comply with this requirement. By imposing additional duties on local workforce development boards, the bill would impose a state-mandated local program. The bill would require the California Workforce Development Board to partner with the Employment Development Department and the Labor and Workforce Development Agency to ensure that local workforce development boards and one-stop career center providers are complying with those requirements.

Status: On 5/25/2023-In Assembly. Read first time. Held at Desk.

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**III. BUDGET BILLS**

- **[AB-221 Budget Act of 2023.](#)**  
Summary: This bill would make appropriations for the support of state government for the 2023–24 fiscal year. This bill would declare that it is to take effect immediately as a Budget Bill.  
  
Status: On 01/26/2023: Referred to Com. on BUDGET.
- **[SB-72 Budget Act of 2023.](#)**  
Summary: This bill would make appropriations for the support of state government for the 2023–24 fiscal year. This bill would declare that it is to take effect immediately as a Budget Bill.  
  
Status: On 01/11/2023: From printer.



**Training Proposal for:**

**Betts Company**

**Contract Number: ET23-0331**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** L. Vuong

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate HUA	Industry Sector(s):	Manufacturing (E)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Alameda, Fresno, Los Angeles, Sacramento, San Bernardino	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 319	U.S.:319	Worldwide: 319
<u>Turnover Rate:</u>	15%		
<u>Managers/Supervisors:</u> (% of total trainees)	10%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$830,000

<b>Total ETP Funding</b>
\$496,800

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Computer Skills, Continuous Impr., Mfg. Skills	77	8-200	0	\$1,656	\$22.66
				Weighted Avg: 72			
2	Retrainee Priority Rate HUA	Computer Skills, Continuous Impr., Mfg. Skills	223	8-200	0	\$1,656	\$17.00
				Weighted Avg: 72			

**\*Post-Retention Wage is the Contractual Wage.**

**Minimum Wage by County:** Job Number 1: \$24.72 per hour for Alameda; and \$22.66 per hour for Los Angeles, Sacramento, and San Bernardino Counties  
 Job Number 2 (HUA): \$17.00 per hour for Fresno County  
**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.  
**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe  
 Up to \$2.50 per hour may be used to meet the Post-Retention Wage in Job Number 1.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Administrative Staff	\$20.16 - \$25.00	2
	\$25.01 - \$49.00	2
Maintenance Staff	\$20.16 - \$25.00	1
	\$25.01 - \$28.58	3
Production Staff	\$20.16 - \$25.00	2
	\$25.01 - \$30.61	3
Quality Staff	\$24.76 - \$25.00	1
	\$25.01 - \$30.31	1
Sales Staff	\$20.16 - \$25.00	17
	\$25.01 - \$30.00	3
Supervisor	\$27.35 - \$40.00	11
Warehouse Staff	\$20.16 - \$25.00	22
	\$25.01 - \$30.00	9
<b>Job Number 2 (HUA)</b>		
Administrative Staff	\$17.00 - \$20.00	9
	\$20.01 - \$25.00	8
	\$25.01 - \$26.00	7

Maintenance Staff	\$18.00 - \$20.00	8
	\$20.01 - \$25.00	1
	\$25.01 - \$28.58	3
Production Staff	\$17.00 - \$20.00	83
	\$20.01 - \$25.00	14
	\$25.01 - \$29.00	5
Quality Staff	\$24.76 - \$25.00	2
	\$25.01 - \$30.00	2
Sales Staff	\$17.50 - \$20.00	8
	\$20.01 - \$25.00	5
	\$25.01 - \$25.75	3
Supervisor	\$25.00 - \$30.00	17
Warehouse Staff	\$17.00 - \$20.00	15
	\$20.01 - \$25.00	20
	\$25.01 - \$25.75	13

## **INTRODUCTION**

Founded in 1868 and headquartered in Fresno, Betts Company (Betts) ([www.betts1868.com](http://www.betts1868.com)) has been a family-owned business for six generations. Betts serves transportation and other industrial markets through its three business units: Betts Spring Manufacturing, Betts Truck Parts & Service and BettsHD. The Company manufactures, services and distributes transportation parts such as heavy-duty springs, truck parts, heavy-duty vehicle suppression, and safety products to industrial truckers, after-market distributors, heavy-duty repair shops and manufacturers.

### **Veterans Program**

Although the Company does not have a separate Veterans Job Number, Betts encourages and recruits Veterans into its workforce through Community College job fairs and military job boards.

## **PROJECT DETAILS**

In this proposal, Betts requests ETP funding to train 300 full-time employees at its six locations throughout California (Fresno, Fontana, Sacramento, San Leandro, Santa Fe Springs and Sun Valley) where all training will take place.

This will be Betts' third ETP Contract, and the third in the last five years. Previous training focused on the Company's Enterprise Resource Planning (ERP) System, operational workflow and enhancing employees' skills. Training under this proposal will concentrate on establishing a new business environment and recovering from the COVID-19 pandemic: on-boarding new staff, upgrading ERP (installment was delayed), new equipment and introducing new products and services. In addition, Betts is also expanding the Company's "Betts Way," an employee's educational training program to improve performance, operational delivery, and career advancement; become business partners; and join the family to support business growth.

To remain competitive and support current and future business needs, Betts hired 58 new employees to catch up with back orders and meet customer demands. Additionally, Betts must

develop the skill sets of its workforce in order to adapt to the new business environment, keep up with technological advances and implement best manufacturing practices. The Company's goal is to become a value-focused, customer-driven organization and a high performance workplace. To support this shift in business, Betts has implemented a formalized, company-wide training plan that will introduce cross-training; improve standard operating procedures, manufacturing processes, customer service, and business operations; keep staff employed; and support new technologies, equipment and systems. The Company also invested \$1.2 million in new equipment and software, including two grinder machines, Karmak technology and an ERP system to assist with manufacturing and business operations. Workers will receive in-depth training in all aspects of the business including internal systems, company products and services, customer specifications, process improvements and new technological advances. ETP funding will assist Betts to upgrade worker skills, increase production efficiencies, meet industry standards, provide quality products at a low cost, and effectively manage overall business growth. Workers will gain skills to optimize job performance, better serve customers and improve competences.

## Training Plan

Training will be provided via Classroom/Laboratory, Videoconference, and E-Learning in the following:

**Computer Skills:** This training will be offered to occupations to help workers become more proficient in the Company's various software applications necessary to provide efficient and effective customer services and tools to effectively perform their job functions. All employees will be provided training in multiple applications and software such as Microsoft Office (Intermediate and Advanced), ERP, and Karmak.

**Continuous Improvement:** Training will be offered to all occupations, with emphasis on Performance Goal Setting, Lean Manufacturing, Leadership and Problem Solving. Training is designed to help the Company establish and maintain flawless production processes and quality assurance measures.

**Manufacturing Skills:** Training will be offered to all occupations. Training will provide upgraded job skills with a focus on operating standards, equipment operations and overall production operations to meet growing customer demands.

## Commitment to Training

Betts has a current annual training budget of approximately \$250,000 for all its six locations which includes orientation and seminar-based training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

### ➤ Training Infrastructure

Training is scheduled to begin upon Panel approval and will be delivered on-site by in-house experts and vendors if needed. The Director of Human Resource will oversee the training project and administrative responsibilities. Betts has designated a team of Administrative Staff and a Support Staff at each location to schedule, document and deliver training; secure rosters; and ensure ETP compliance. The Company has also retained a third party subcontractor to support project administration duties including enrollment, data tracking, invoicing, participating in ETP monitoring and ensuring compliance with ETP requirements.

## **High Unemployment Area**

All trainees in Job Number 2 work in Carson (Fresno County), a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%.

### ➤ Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the pre-retention wages. Betts is requesting a 25% wage modification from \$22.66 to \$17.00 per hour for an estimated 123 trainees in Job Number 2. Some trainees will start at a minimum of \$17.00 per hour. As a privately owned company, Betts stated that wage progression is confidential within the Company's policies.

Approximately 123 Administrative Staff, Maintenance Staff, Production Staff, Sales Staff and Warehouse Staff will need the wage modification.

## **PRIOR PROJECTS**

The following table summarizes Contractor's performance under ETP Contracts that were completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET20-0189	Multiple	11/04/19 – 02/01/22	\$416,990	\$404,912 (97%)
ET17-0441	Multiple	03/06/17 – 03/05/19	\$301,160	\$291,812 (97%)

## **DEVELOPMENT SERVICES**

BLI Co. in Lubbock, TX will assist with development of this proposal for a flat fee of \$9,000.

## **ADMINISTRATIVE SERVICES**

BLI Co. will also perform administrative services for a fee not to exceed 13% of payment earned.

## **TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Computer Skills**

- ERP (ISCI/Inform) System Training Phase I & II
- Microsoft Suite/SharePoint (Intermediate and Advanced)
- Karmak

#### **Continuous Improvement Skills**

- Betts Way
- Community Investment
- Strategic Direction within Departments & Life
- Aim for Excellence Obtaining your Goals
- Business Sustainability
- Budgeting
- Change Management
- Performance Goal Setting
- Operating System
- Communication
- Leadership
- Marketing
- Development
- Personnel Development
- Hazard Awareness
- Lean Manufacturing
- Problem Solving
- Productivity Assessment

#### **Manufacturing Skills**

- Compliance
- Cross Training
- Equipment Operations
- Fabrication Making
- Machine and Maintenance Set-Up
- Management Review
- Operating Industrial Lifts
- Operating Standards
- Plant Operations
- Processing
- Production Operations
- Recall Processes
- Service Start Up/Shut Down
- Warehouse Practices



**Training Proposal for:**  
**California Manufacturers and Technology Association**

**Contract Number: ET23-0363**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** Sacramento

**Analyst:** K. Mam

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate SB <100 HUA	Industry Sector(s):	Manufacturing (E) Professional, Scientific, Technology (54) Biotechnology and Life Sciences (54+)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Statewide	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$560,445		\$38,566 8%		\$599,011

<b>In-Kind Contribution:</b>	<b>50% of Total ETP Funding Required</b>	<b>\$750,000</b>
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Improv., HazMat, HazWoper, Mgmt Skills, Mfg. Skills, OSHA 10/30, PL-Mfg. Skills	853	8-200	0-30	\$467	\$22.66
				Weighted Avg: 19			
2	Retrainee SB<100 Priority Rate	Business Skills, Computer Skills, Cont. Improv., HazMat, HazWoper, Mgmt Skills, Mfg. Skills, OSHA 10/30, PL-Mfg. Skills	194	8-200	0-30	\$787	\$22.66
				Weighted Avg: 32			
3	Retrainee	Business Skills, Computer Skills, Cont. Improv., HazMat, HazWoper, Mgmt Skills, Mfg. Skills, OSHA 10/30, PL-Mfg. Skills	53	8-200	0-30	\$534	\$22.66
				Weighted Avg: 25			
4	Retrainee Priority Rate HUA	Business Skills, Computer Skills, Cont. Improv., HazMat, HazWoper, Mgmt Skills, Mfg. Skills, OSHA 10/30, PL-Mfg. Skills	40	8-200	0-30	\$492	\$17.00
				Weighted Avg: 20			

**\*Post-Retention Wage is the Contractual Wage**

**Minimum Wage by County: Job Numbers 1-3:** \$24.72 per hour for Alameda, Marin, San Mateo, Santa Clara, and San Francisco counties; \$23.59 per hour for Contra Costa County; \$22.66 per hour for all other counties

**Job Number 4 (HUA):** \$18.54 per hour for Alameda, Marin, San Mateo, Santa Clara, and San Francisco counties; \$17.69 per hour for Contra Costa County; \$17.00 per hour for all other counties

**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.

**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe

Employer may use health benefits to meet the Post-Retention Wage (Up to \$2.50 per hour in Job Numbers 1-4).

<b>Wage Range by Occupation</b>		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Administrative Support	\$22.66 - \$25.00	100
	\$25.01 - \$48.00	127
Customer Service/Sales Staff	\$22.66 - \$25.00	117
	\$25.01 - \$85.00	95
Manufacturing/Production Associate	\$16.25 - \$20.00	110
	\$20.01 - \$25.00	112
	\$25.01 - \$75.00	78
Maintenance/Field Technician	\$22.66 - \$25.00	64
	\$25.01 - \$80.00	100
Engineer	\$28.00 - \$120.00	30
Manager/Supervisor	\$23.50 - \$25.00	22
	\$25.01 - \$120.00	36
Analyst	\$22.66 - \$25.00	88
	\$25.01 - \$70.00	61

## **INTRODUCTION**

California Manufacturers and Technology Association (CMTA) ([www.cmta.net](http://www.cmta.net)) is a trade association representing a large number of California’s manufacturing, processing, service and technology-based companies. Headquartered in Sacramento, CMTA has worked closely with its member companies and ETP to implement successful work skills training programs for over 20 years. CMTA’s comprehensive advocacy and educational initiatives seek to foster a business environment that will lead to the creation and retention of high-wage, high-skill jobs that will enhance the overall prosperity of California. CMTA promotes training programs and policies that help manufacturers achieve higher performance. This will be CMTA’s eighth ETP-funded project in the past five years.

CMTA meets the requirements to be awarded two ETP core-funded contracts for the 22-23 Fiscal Year. Certification Statements will be verified as new for participating employers. The restriction on concurrent enrollment will remain in place.

### **Veterans Program**

CMTA does not actively recruit Veterans, however participating employers may employ Veterans.

## **PROJECT DETAILS**

CMTA will continue to target priority manufacturers and other priority industries that meet the requirements for out-of-state competition. CMTA's participating employers are experiencing an increase in demand for training in manufacturing as automation expands in California. Training will focus on new technical skills in equipment maintenance, repair, and troubleshooting.

Many companies are also experiencing the negative effects of inflation. In some industries that are price sensitive, raising prices negatively impacts revenues. Therefore, Continuous Improvement skills are becoming increasingly important in order to secure greater efficiencies so companies can keep price increases to a minimum. CMTA's participating employers have invested over \$10M in new equipment including welding machine and manufacturing equipment. Training under this proposal will allow CMTA to expand participating employers' manufacturing processes thereby increasing their productivity.

Although training topics are similar to those provided in the prior Contract, only new participating employers may be trained.

### **Training Plan**

The proposed training will mainly target manufacturers; however, companies from technology and other industries may also participate. CMTA serves companies statewide, training to improve productivity for companies to be competitive in California. Training will be offered in Class/Lab, E-Learning, Productive Laboratory, and CBT.

**Business Skills:** Training will be delivered to all occupations and focus on improving customer service and business management. Training topics include Planning and Organization, Customer Service, and Time Management.

**Computer Skills:** Training will be delivered to all occupations and focus on becoming more proficient in the use of software platforms. Training topics include CAD/CAM and CNC Software

**Continuous Improvement:** Training will be provided to all occupations and focus on reducing waste, increasing efficiencies and improving quality. Training topics include Kaizen Methodology, Problem Solving, and Lean Manufacturing.

**Hazardous Materials:** Training will be delivered to all manufacturing occupations. Staff will receive the skills necessary to ensure a safe work environment while working with dangerous materials. Training topics include Hazards Communication.

**Management Skills:** Training will be provided to Managers and Supervisors in leadership skills and managing change. Training topics include Leadership Skills, Performance Management, and Situational Leadership.

**Manufacturing Skills:** Training will be provided to Manufacturing/Production Associates and Maintenance/Field Technicians. Training will focus on equipment upgrades and technical skills. Training topics include Blueprint Reading and Equipment Operations.

### **Certified Safety Training**

OSHA 10/30. This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom or CBT training for Journeyworkers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment

opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

Hazardous Waste Operations and Emergency Response Standard (HAZWOPER). This training is a series of courses specifically designed for workers who handle hazardous substances as first-responders, or clean-up as needed at a hazard disposal or emergency site. It consists of 40 hours of classroom or CBT training, for workers stationed at the hazard site; and 24 hours for workers who visit the site (e.g., engineers). Field training is also required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. Each certification requires an 8-hour annual refresher course. This coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

### **Productive Laboratory**

Trainees may produce goods for profit as part of the Productive Laboratory (PL) training in the courses identified under the Curriculum. The instructor will be dedicated 100% of the time to training delivery during all hours of PL training.

Participating employers under CMTA will train Manufacturing/Production Associates and Managers/Supervisors on CNC and manual equipment operations. Since factory equipment cannot be reproduced in a classroom setting, PL-Manufacturing Skills training is necessary to ensure safety and production standards are being met. This training will be provided at a much slower pace than regular production with significantly higher product defects. A subject matter expert will conduct training. The trainer will demonstrate how to use the equipment, then supervise trainees' use of the equipment. A department supervisor will certify trainee competency once training is completed.

PL training will be under constant supervision at a 1:3 trainer-to-trainee ratio. CMTA has requested a 1:3 ratio because trainees typically work in groups of three when assigned to a machine. PL training will be approximately up to 5 hours per trainee for Job Numbers 1-4.

### **Computer-Based Training (CBT)**

CMTA will provide Computer-Based Training (CBT). CBT courses will primarily consist of Tooling U online training (<http://www.toolingu.com/>). Small businesses that find it difficult to stop production to train may take advantage of Tooling U. This allows for full production to continue as trainees can be individually taken off their job to participate in CBT. Trainees will receive between 0-30 hours of CBT.

### **High Unemployment Area**

Trainees (Job Number 4) work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%.

#### ➤ Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the pre-retention wages. CMTA requests a wage modification for the trainees in Job Number 4 from \$24.72 to \$18.54 per hour in Marin and San Mateo counties; from \$23.59 to \$17.69 per hour for Contra Costa County; and from \$22.66 to \$17.00 per hour for all other counties.

Approximately 62 Manufacturing/Production Associates will need the wage modification.

### Marketing and Support Costs

CMTA markets to an extensive database of current and potential members. Marketing activities are done through newsletters, workforce development partnerships, community colleges, trade shows, telemarketing, direct mailing, and in-person visits.

CMTA is requesting 8% support costs for the cost associated with employer recruitment; employer worksite visits to determine training needs; curricula design and scheduling of training; and assisting employers with training plan implementation. Staff recommends the 8% support costs for Job Numbers 1-4.

### Commitment to Training

Training varies by participating employer and is both job specific and companywide. Many of the participating employers do not have structured training programs due to budgetary constraints. Training for these companies is generally provided on an as needed basis and can often be delayed. ETP funding will expand industry specific training to upgrade employee skill sets.

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

#### ➤ Training Infrastructure

The Manager of Training Services will be responsible for overseeing all aspects of this training project. Training will be delivered primarily at the participating employers' worksites, with some center-based classes for employers with similar training needs. CMTA has partnered with three training subcontractors to deliver training in Continuous Improvement, Business and Computer Skills. Participating employers will also provide qualified trainers who will train their own employees and coordinate training.

CMTA has three full-time staff members assigned to conduct employer marketing and recruitment, training needs assessments, skill gap analysis, trainer recommendations and selection, class scheduling, and compliance with all ETP documentation and tracking activities.

### Prior COVID Performance

CMTA has a prior ETP contract (ET21-0164) under the COVID Pilot Project with a term of October 5, 2020 to October 4, 2022 which earned \$200,000 or 100% of the Contract amount.

### ACTIVE PROJECTS

The following table summarizes Contractor's performance under an active ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained	Potential Earnings (Based on Tracked Hours) (\$ %)
ET23-0291	\$599,570	3/27/2023-3/26/2025	1,114	0	0	\$0.00 (0%)

ET22-0202	\$599,440	12/20/2021- 12/19/2023	875	274	274	\$589,621 (98%)
ET22-0123	\$599,968	8/23/2021- 8/22/2023	1,160	125	125	\$599,968 (100%)

**PRIOR PROJECTS**

The following table summarizes Contractor’s performance by CMTA under ETP Contracts that were completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET20-0260	Sacramento	2/3/2020- 2/2/2022	\$949,065	\$949,065 (100%)
ET19-0321	Sacramento	12/31/2018- 12/30/2020	\$949,765	\$949,765 (100%)
ET18-0107	Sacramento	7/01/2017– 6/30/2019	\$949,928	\$949,483 (99%)

**DEVELOPMENT SERVICES**

Sierra Consulting Services, Inc. in El Dorado Hills assisted with development of this proposal for a flat fee of \$1,000.

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

Custom Corporate Communications in Redondo Beach will provide Continuous Improvement (Lean and Quality), Business and Computer Skills training for a fee of \$220,000.

Other trainers will be identified for ETP record-keeping purposes, as they are retained.

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Business Skills**

- Accounting Skills
- Business Analytics Certification
- Business Fundamentals
- Communication Skills
- Cost Control
- Customer Service
- Financial Analysis
- International Shipping
- Inventory Control
- Negotiating
- Planning and Organization
- Presentation Skills
- Product Knowledge
- Project Management
- Relationship Building Through Sales & Service
- Sales Strategies
- Supply Chain Management
- Time Management
- Writing

#### **Computer Skills**

- Accounting Software
- Agile / Scrum
- CAD/CAM
- Computer Security
- Computer Skills for Equipment Maintenance
- Computer Numerical Control (CNC) Software
- Custom Programming
- Cybersecurity
- Database Management
- End-User Training
- Enterprise Resource Planning Software
- Geographic Information Systems (GIS) Training
- Microsoft Office (Intermediate/Advanced)

#### **Continuous Improvement Skills**

- AS9100 / AS9110 Training
- Benchmarking
- Building Successful Teams
- Interpreting and Analyzing Data
- ISO Training
- Leadership Skills for Front-Line Workers

- Lean Manufacturing
- Kaizen Methodology
- Performance Management
- Problem Solving
- Root Cause Analysis
- Six-Sigma
- Standard Work
- Statistical Process Control
- Team Building
- Team Problem Solving
- Train the Trainer

#### **Hazardous Materials Skills**

- Ammonia Training
- Bloodborne Pathogens Safety
- Environmental Health & Safety
- Hazards Communication
- Hazardous Materials Handling, Storage & Clean-up
- Stormwater Pollution Prevention Plan (SWPPP)

#### **HazWoper**

- HazWoper 40

#### **Management Skills**

- Emotional Intelligence
- Leadership Skills
- Managing Change
- Performance Management
- Situational Leadership

#### **Manufacturing Skills**

- Aerial Lift/Scissor Lift
- American Welding Society Certified Welder
- Assembly Procedures
- Blueprint Reading
- Brewing Basics
- Certified Manufacturing Engineer
- Certified Manufacturing Technologist
- Certified Quality Engineer
- Cicerone Certification Training
- CNC Operator Certificate
- Confined Space
- Crane and Hoist Safety
- Cross-Training in Equipment/Production
- Electrical Safety
- Electronics Training
- Equipment Maintenance
- Equipment Operations

- Food Handling Basics
- Forklift Training
- Glass Handling
- Good Manufacturing Practices (GMP)
- Hydraulics Training
- Illness & Injury Prevention Program (IIPP)
- Industrial Math
- Introduction to Practical Brewing
- Intensive Brewing
- Job Instruction/Analyzing Jobs for Efficiency
- Lift Jack / Pallet Jack
- Lock out / Tag out
- Machine / Equipment Safety
- Motor Controls
- National Institute for Metalworking Skills (NIMS) Certification training
- Onsite Water Treatment Systems (OWTS)
- Personal Protection Equipment PPE Safety
- Pneumatics
- Press Brake Training
- Production Operations
- Programmable Logic Controllers (PLC)
- Science for Practical Brewing
- Shop Math
- Warehousing Operations & Distribution

**Safety Skills - OSHA 10 (Certified-OSHA Instructor)**

- OSHA 10

**Safety Skills - OSHA 30 (Certified-OSHA Instructor)**

- OSHA 30

**Productive Lab (Trainer-to-Trainee Ratio 1:3)**

Trainees may receive any of the following:

**Manufacturing Skills**

- CNC Operator Training
- Cross-Training in Equipment/Production
- Power Tool Use/Handling
- Welding

**Computer-Based Training**

Trainees may receive any of the following:

**Business Skills**

- Business Acumen (1 hour)
- Communication Skills (1 hour)

- Conflict Management (1 hour)
- Managing Change (1 hour)

### **Manufacturing Skills**

- 5S Overview 155 (1.5 hours)
- ANSI Inset Selection 250 (1.5 hours)
- Applied and Engineering Sciences 110 (1.5 hours)
- Approaches to Maintenance 120 (1.5 hours)
- Approaches to Quality Management 255 (1.5 hours)
- Band Saw Blade Selection 215 (1.5 hours)
- Basic Measurement 110 (1.5 hours)
- Basic Programming 250 (1.5 hours)
- Basics of Ladder Logic 220 (1.5 hours)
- Basics of Manufacturing Costs 140 (1.5 hours)
- Basics of the CMM 120 (1.5 hours)
- Basics of the CNC Machining Center 130 (1.5 hours)
- Basics of the CNC Swiss-Type Lathe 135 (1.5 hours)
- Basics of the Engine Lathe 115 (1.5 hours)
- Basics of the Manual Mill 110 (1.5 hours)
- Basics of the Optical Comparator 130 (1.5 hours)
- Basics of Tolerance 120 (1.5 hours)
- Benchwork and Layout Operations 210 (1.5 hours)
- Bloodborne Pathogens 115 (1.5 hours)
- Blueprint Reading 130 (1.5 hours)
- CAD/CAM Overview 160 (1.5 hours)
- Calibration Fundamentals 210 (1.5 hours)
- Canned Cycles 310 (1.5 hours)
- Carbide Grade Selection 230 (1.5 hours)
- Cell Design and Pull Systems 160 (1.5 hours)
- Chucks, Collets, and Vises 110 (1.5 hours)
- Clamping Basics 108 (1.5 hours)
- CNC Coordinates 140 (1.5 hours)
- CNC Manual Operations 200 (1.5 hours)
- CNC Offsets 210 (1.5 hours)
- CNC Specs for the Lathe 225 (1.5 hours)
- CNC Specs for the Mill 220 (1.5 hours)
- Concepts of Calculus 310 (1.5 hours)
- Conducting an Internal Audit 200 (1.5 hours)
- Conducting Kaizen Events 260 (1.5 hours)
- Confined Spaces 190 (1.5 hours)
- Conflict Resolution for Different Groups 155 (1.5 hours)
- Conflict Resolution Principles 150 (1.5 hours)
- Creating a Mazatrol Program for the Lathe 289 (1.5 hours)
- Creating a Mazatrol Program for the Mill 288 (1.5 hours)
- Creating a Milling Program 290 (1.5 hours)
- Creating a Turning Program 280 (1.5 hours)
- Creating an EIA/ISO Program for the Mazak Lathe 287 (1.5 hours)
- Creating an EIA/ISO Program for the Mazak Mill 286 (1.5 hours)

- Cutting Fluids 210 (1.5 hours)
- Cutting Processes 140 (1.5 hours)
- Cutting Tool Materials 220 (1.5 hours)
- Cutting Variables 200 (1.5 hours)
- Data Manipulation 360 (1.5 hours)
- Drill Bushing Selection 230 (1.5 hours)
- Drill Geometry 247 (1.5 hours)
- Engine Lathe Operation 225 (1.5 hours)
- Environmental Safety Hazards 150 (1.5 hours)
- Equipment/Tool Design and Development 137 (1.5 hours)
- Essentials of Communication 120 (1.5 hours)
- Essentials of Leadership 110 (1.5 hours)
- Fire Safety and Prevention 110 (1.5 hours)
- Fixture Body Construction 200 (1.5 hours)
- Fixture Design Basics 210 (1.5 hours)
- Flammable/Combustible Liquids 155 (1.5 hours)
- Geometry: Circles and Polygons 185 (1.5 hours)
- Geometry: Lines and Angles 155 (1.5 hours)
- Geometry: Triangles 165 (1.5 hours)
- Haas Lathe: Control Panel Overview 255 (1.5 hours)
- Haas Lathe: Entering Offsets 265 (1.5 hours)
- Haas Lathe: First Part Runs 325 (1.5 hours)
- Haas Lathe: Locating Program Zero 275 (1.5 hours)
- Haas Lathe: Program Execution 285 (1.5 hours)
- Haas Lathe: Program Storage 315 (1.5 hours)
- Haas Mill: Control Panel Overview 250 (1.5 hours)
- Haas Mill: Entering Offsets 260 (1.5 hours)
- Haas Mill: First Part Runs 320 (1.5 hours)
- Haas Mill: Locating Program Zero 270 (1.5 hours)
- Haas Mill: Program Execution 280 (1.5 hours)
- Haas Mill: Program Storage 310 (1.5 hours)
- Hand and Power Tool Safety 145 (1.5 hours)
- Hand-Held Programmable PLCs 280 (1.5 hours)
- Hard Turning 315 (1.5 hours)
- Hardness Testing 260 (1.5 hours)
- Hardware for PLCs 210 (1.5 hours)
- High-Speed Machining 310 (1.5 hours)
- Hole Inspection 240 (1.5 hours)
- Holes on the Mill 230 (1.5 hours)
- Inspecting with CMMs 220 (1.5 hours)
- Inspecting with Optical Comparators 230 (1.5 hours)
- Interpreting Blueprints 230 (1.5 hours)
- Interpreting GD&T 310 (1994) (1.5 hours)
- Interpreting GD&T 315 (2009) (1.5 hours)
- Intro to EDM 100 (1.5 hours)
- Intro to GD&T 200 (1994) (1.5 hours)
- Intro to GD&T 205 (2009) (1.5 hours)
- Intro to Machine Rigging 110 (1.5 hours)

- Intro to Managerial Accounting 145 (1.5 hours)
- Intro to OSHA 100 (1.5 hours)
- Intro to PLCs 200 (1.5 hours)
- Intro to Screw Machining 160 (1.5 hours)
- Intro to Six Sigma 170 (1.5 hours)
- Intro to Supply Chain Management 140 (1.5 hours)
- Intro to Workholding 104 (1.5 hours)
- ISO 9000 Overview 110 (1.5 hours)
- Lean Manufacturing Overview 130 (1.5 hours)
- Lifting and Moving Equipment 130 (1.5 hours)
- Linear Instrument Characteristics 115 (1.5 hours)
- Locating Devices 107 (1.5 hours)
- Lockout/Tagout Procedures 130 (1.5 hours)
- Machine Guarding 140 (1.5 hours)
- Machines for Metal Cutting 130 (1.5 hours)
- Machining Titanium Alloys 325 (1.5 hours)
- Managing Performance: Best Practices 130 (1.5 hours)
- Managing Performance: Corrective Actions 135 (1.5 hours)
- Managing Practices for Total Quality 320 (1.5 hours)
- Managing the Diverse Workplace 210 (1.5 hours)
- Manual Mill Operation 220 (1.5 hours)
- Manufacturing Management 180 (1.5 hours)
- Manufacturing Process Applications: Part I 124 (1.5 hours)
- Manufacturing Process Applications: Part II 125 (1.5 hours)
- Math for PLCs 320 (1.5 hours)
- Math: Fractions and Decimals 105 (1.5 hours)
- Math: Fundamentals 100 (1.5 hours)
- Math: Units of Measurement 115 (1.5 hours)
- Mazak Lathe: Control Panel Overview 255 (1.5 hours)
- Mazak Lathe: Entering Offsets 285 (1.5 hours)
- Mazak Lathe: First Part Runs 325 (1.5 hours)
- Mazak Lathe: Locating Program Zero 275 (1.5 hours)
- Mazak Lathe: Program Execution 295 (1.5 hours)
- Mazak Lathe: Program Storage 315 (1.5 hours)
- Mazak Lathe: Safety for the Lathe 265 (1.5 hours)
- Mazak Mill: Control Panel Overview 250 (1.5 hours)
- Mazak Mill: Entering Offsets 280 (1.5 hours)
- Mazak Mill: First Part Runs 320 (1.5 hours)
- Mazak Mill: Locating Program Zero 270 (1.5 hours)
- Mazak Mill: Program Execution 290 (1.5 hours)
- Mazak Mill: Program Storage 310 (1.5 hours)
- Mazak Mill: Safety for the Mill 260 (1.5 hours)
- Measuring System Analysis 300 (1.5 hours)
- Metal Removal Processes 110 (1.5 hours)
- Metalworking Fluid Safety 165 (1.5 hours)
- Metrics for Lean 230 (1.5 hours)
- Milling Calculations 295 (1.5 hours)
- Milling Geometry 245 (1.5 hours)

- Networking for PLCs 270 (1.5 hours)
- Noise Reduction and Hearing Conservation 170 (1.5 hours)
- Numbering Systems and Codes 230 (1.5 hours)
- Optimizing Insert Life 305 (1.5 hours)
- Overview of Engine Lathe Setup 205 (1.5 hours)
- Overview of Manual Mill Setup 200 (1.5 hours)
- Overview of PLC Registers 305 (1.5 hours)
- Overview of Threads 150 (1.5 hours)
- Part Program 150 (1.5 hours)
- Personal Effectiveness 190 (1.5 hours)
- Personal Protective Equipment 120 (1.5 hours)
- PID for PLCs 350 (1.5 hours)
- PLC Diagrams and Programs 300 (1.5 hours)
- PLC Inputs and Outputs 240 (1.5 hours)
- PLC Installation Practices 340 (1.5 hours)
- PLC Program Control Instructions 310 (1.5 hours)
- PLC Timers and Counters 260 (1.5 hours)
- Powered Industrial Truck Safety 210 (1.5 hours)
- Process Design and Development 135 (1.5 hours)
- Process Flow Charting 240 (1.5 hours)
- Product Design and Development 134 (1.5 hours)
- Production System Design and Development 136 (1.5 hours)
- Quality and Customer Service 175 (1.5 hours)
- Quality Overview 100 (1.5 hours)
- Respiratory Safety 195 (1.5 hours)
- Rigging Equipment 120 (1.5 hours)
- Rigging Inspection and Safety 210 (1.5 hours)
- Rigging Mechanics 220 (1.5 hours)
- Safety for Lifting Devices 135 (1.5 hours)
- Safety for Metal Cutting 115 (1.5 hours)
- Sawing Fundamentals 155 (1.5 hours)
- SDS and Hazard Communication 160 (1.5 hours)
- Sequencer Instructions for PLCs 330 (1.5 hours)
- Shift Registers 370 (1.5 hours)
- Shop Algebra Overview 200 (1.5 hours)
- Shop Geometry Overview 170 (1.5 hours)
- Shop Trig Overview 210 (1.5 hours)
- Six Sigma Goals and Tools 310 (1.5 hours)
- SPC Overview 210 (1.5 hours)
- Speed and Feed Selection 300 (1.5 hours)
- Statistics 220 (1.5 hours)
- Strategies for Setup Reduction 250 (1.5 hours)
- Supporting and Locating Principles 106 (1.5 hours)
- Surface Measurement 140 (1.5 hours)
- Taper Turning on the Engine Lathe 240 (1.5 hours)
- Team Leadership 160 (1.5 hours)
- Thread Inspection 250 (1.5 hours)
- Threading on the Engine Lathe 235 (1.5 hours)

- Tool Geometry 240 (1.5 hours)
- Toolholders for Turning 260 (1.5 hours)
- Total Productive Maintenance Overview 150 (1.5 hours)
- Trig: Pythagorean Theorem 205 (1.5 hours)
- Trig: Sine Bar Applications 225 (1.5 hours)
- Trig: Sine, Cosine, and Tangent 215 (1.5 hours)
- Troubleshooting: Identifying Problems 180 (1.5 hours)
- Troubleshooting: Taking Corrective Actions 184 (1.5 hours)
- Troubleshooting: Understanding Causes and Effects 182 (1.5 hours)
- TS 16949:2009 Overview 220 (1.5 hours)
- Turning Calculations 285 (1.5 hours)
- Value Stream Mapping: The Future State 305 (1.5 hours)
- Value Stream Mapping: The Present State 300 (1.5 hours)
- Walking and Working Surfaces 180 (1.5 hours)
- What Is Cutting? 120 (1.5 hours)

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: California Manufacturers and Technology Association	CCG No.: ET23-0363
Reference No: 22-0950	Page 1 of 4

ALPHABETIZE BY COMPANY NAME

Company: 3M Company	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 19901 Nordhoff St.	
City, State, Zip: Northridge, CA 91324	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 206	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 95,000	
Total # of full-time company employees in California: 3,000	
Company: Aerojec Rocketdyne, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 8900 De Soto Ave.	
City, State, Zip: Canoga Park, CA 91304	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 95	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 3,000	
Total # of full-time company employees in California: 2,500	
Company: A.J. Kirkwood & Associates, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 4300 N. Harbor Blvd.	
City, State, Zip: Fullerton, CA 92835	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 85	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 351	
Total # of full-time company employees in California: 350	
Company: Arlon Graphics,LLC	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 200 Boysenberry Lane	
City, State, Zip: Placentia, CA 92870	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 80	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 400	
Total # of full-time company employees in California: 200	

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: California Manufacturers and Technology Association	CCG No.: ET23-0363
Reference No: 22-0950	Page 2 of 4

ALPHABETIZE BY COMPANY NAME

Company: Aspire Bakeries Santa Ana	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2350 Pullman St.	
City, State, Zip: Santa Ana, CA 92705	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 90	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 4,000	
Total # of full-time company employees in California: 156	
Company: Firestone Walker Bewing Company	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1400 Ramada Drive	
City, State, Zip: Paso Robles, CA 93446	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 45	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 349	
Total # of full-time company employees in California: 313	
Company: General Dynamics - NASSCO	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2798 Harbor Drive	
City, State, Zip: San Diego, CA 92113	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 226	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 3,100	
Total # of full-time company employees in California: 3,100	
Company: Glaukos	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 229 Avenida Fabricante	
City, State, Zip: San Clemente, CA 92672	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 98	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 740	
Total # of full-time company employees in California: 400	

## Participating Employers in Retrainee Multiple Employer Contracts

### *Self-reported listing of potential employers participating in the contract*

Contractor's Name: California Manufacturers and Technology Association	CCG No.: ET23-0363
Reference No: 22-0950	Page 3 of 4

ALPHABETIZE BY COMPANY NAME

Company: Hopper Engineering Associates	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Address: 300 Vista Del Mar

City, State, Zip: Redondo Beach, CA 90277

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 15	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Total # of full-time company employees worldwide: 25

Total # of full-time company employees in California: 25

Company: Navien, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Address: 20 Goodyear

City, State, Zip: Irvine, CA 92618

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 65	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
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Total # of full-time company employees worldwide: 215

Total # of full-time company employees in California: 146

Company: Neogene Therapeutics, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Address: 2225 Colorado Ave.

City, State, Zip: Santra Monica, CA 90404

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 35	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Total # of full-time company employees worldwide: 131

Total # of full-time company employees in California: 57

Company: Northwest Confections dba WylD	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Address: 5750 Alder Ave.

City, State, Zip: Sacramento, CA 95828-1112

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 65	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
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Total # of full-time company employees worldwide: 773

Total # of full-time company employees in California: 183

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: California Manufacturers and Technology Association	CCG No.: ET23-0363
Reference No: 22-0950	Page 4 of 4

Company: Sabater Global	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Address: 1904 Dominguez St.

City, State, Zip: Carson, CA 90810

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 35	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Total # of full-time company employees worldwide: 60

Total # of full-time company employees in California: 60



Retrainee-Job Creation  
**Training Proposal for:**  
**CytomX Therapeutics, Inc.**  
**Contract Number: ET23-0353**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** Sacramento

**Analyst:** C. Kaiser

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative	Industry Sector(s):	Services (G) Biotechnology and Life Sciences (54+)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Mateo	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 105	U.S.:118	Worldwide: 118
<u>Turnover Rate:</u>	30%	See Project Details Section	
<u>Managers/Supervisors:</u> (% of total trainees)	10%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$765,000

<b>Total ETP Funding</b>
\$105,800

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills Computer Skills Cont. Impr. Skills MGMT Skills	60	8-200	0	\$1,150	\$75.00
				Weighted Avg: 50			
2	Retrainee Priority Rate Job Creation Initiative	Business Skills Computer Skills Cont. Impr. Skills	20	8-200	0	\$1,840	\$75.00
				Weighted Avg: 80			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:**

**Job Number 1:** \$24.72 per hour for San Mateo County

**Job Number 2 (Job Creation):** \$20.60 per hour for San Mateo County

**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.

**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe

Although employer provides health benefits, they are not being used to meet Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Managers	\$109.00 - \$125.00	8
Professional Staff	\$75.00 - \$115.00	20
Technical Staff	\$75.00 - \$125.00	32
<b>Job Number 2</b>		
Technical Staff	\$75.00 - \$125.00	20

**INTRODUCTION**

Founded in 2008 and headquartered in South San Francisco, CytomX Therapeutics, Inc. (CytomX) ([www.cytomx.com](http://www.cytomx.com)) is a leading clinical-stage biopharmaceutical company specializing in multiple Probody® therapeutics in the clinic and earlier phases of preclinical research. Current clients include pharmaceutical companies including Bristol Myers Squibb, Abbvie, Amgen, Astellas, Regeneron, and Moderna. Training under this proposal will be provided at CytomX's only location in South San Francisco. This is CytomX's first ETP Contract.

**Veterans Program**

Although there is no Veterans Job Number component in this proposal, CytomX values the veteran workforce and plans to train Veterans as a part of this project.

## **PROJECT DETAILS**

In Life Sciences, there are four phases of drug-development to meet FDA requirements. The first phase is Drug Discovery to research and identify targets, second phase is Preclinical Research to focus on toxicity, third phase is Clinical Research that focuses on safety, proof-of-concept, and regulatory evidence and the fourth phase is FDA Review. CytomX is currently between phases one and two with plans to reach phase three in the next two years. In order to meet the Company's goal, all trainees are required to have in depth knowledge in areas such as Clinical Operations, Quality Management in Life Sciences, Root Cause Analysis/Problem Solving, and Drug Discovery and Development. Training will up-skill all occupations in later-stage development activities and business acumen. These skills are critical for CytomX to move into late-stage drug development.

The Company will also provide additional training to new or less experienced Managers on Delegating and Prioritizing, Leading Project Teams in Life Sciences, Market Access and Values-based Healthcare, and Clinical Operations. Training provides Managers the tools needed to be able to lead cross-functional teams to achieve later-stage drug development goals.

All occupations will earn a certificate of completion for each topic completed. This will help advance the trainees professional accreditations as well as open opportunities for trainees to promote into higher-level positions within CytomX.

### **Retrainee - Job Creation**

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage.

Due to CytomX expanding into late-stage drug development and partnering with additional pharmaceutical companies to further research, the Company projects a growth of 15% annually and will hire 20 new employees (Job Number 2). Employees that are part of the company resizing are eligible for re-hire. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. Turnover Rate penalty is not assessed for job creation.

### **Training Plan**

Training will be delivered via Classroom/Laboratory and E-Learning methods. In-house subject matter experts and vendors may be utilized to deliver training in the following:

**Business Skills:** Training will be offered to all occupations and will focus on strengthening customer service skills and improving workflow processes. Training topics include Clinical Data Science, Biometrics, and Strategic Planning.

**Computer Skills:** Training will be offered to all occupations and will provide all staff with the ability to operate new software and devices accordingly. Training topics include Enterprise Resource Planning and SharePoint.

**Continuous Improvement:** Training will be offered to all occupations and will focus on improving production operations and lean procedures. Training topics include Business Process Engineering & Continuous Improvement and Root Cause Analysis/Problem Solving.

**Management Skills:** Training will be offered to Managers and will focus on improving management skills. Training topics include Leadership and Time Management and Organization for People Leaders.

## **Commitment to Training**

CytomX's training budget is approximately \$50,000 annually. Training includes state-mandated training, legal compliance training, and new-hire orientation. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

### ➤ Training Infrastructure

The Human Resources Manager will oversee project administration. In addition, a Human Resources Generalist and a Human Resources Coordinator have been assigned to handle training rosters and tracking performance.

## **Turnover Rate**

In July 2022, CytomX reduced its employee group in Clinical Development and in General and Administrative roles (Example: Human Resources, Information Technology, Legal, Finance). The reductions were made as a result of a strategic decision to deprioritize CytomX's continued growth into Clinical Development and instead prioritize the growth in Research, which is why there were no employee reductions in Research. Moving forward, the Company views its strategic growth by the research products CytomX's strategic partners can use in advancing themselves into Clinical Development. In 2020, the turnover rate was four percent and in 2021 the rate was slightly below seven percent. As of April 2023, CytomX's company turnover rate is less than one percent and the Company predicts to be well below 10 percent in turnover by the end of year. With advancing employee skills, CytomX will be able to accelerate the amount of strategic partnerships they hold which will allow the Company to expand, hire, and train current and incoming employees.

The ETP program is designed to fund training for stable, secure jobs. Thus, the employer's turnover rate cannot exceed 20% annually for the facility where training is requested. But the Panel may accept a higher turnover with evidence training will significantly decrease the turnover, or the employer experienced a singular reduction in workforce, or industry data supports a higher turnover rate. The Panel may, or may not choose to, impose a "turnover penalty" when the company crosses this 20% threshold.

If the Panel chooses to impose a turnover penalty, failure to stay under a maximum rate will trigger forfeiture of 25% of the amount earned for each trainee. The maximum rate is typically 20%, as measured by turnover during the 12-month period preceding termination of the ETP Contract.

## **Alternate Recordkeeping**

Staff has reviewed and approved the Company's request to use an alternate recordkeeping method.

## **DEVELOPMENT SERVICES**

N/A

## **ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

Hands On, LLC in Rockville, Maryland has been retained to provide Business Skills and Continuous Improvement Skills training for a fee of \$75,000.

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Business Skills**

- Drug Discovery and Development
- Cross-functional Teams in Life Sciences
- Biometrics
- Clinical Data Science
- Clinical Development (Phase 2 and Phase 3 Drug Development)
- Clinical Operations
- Drug Safety
- Healthcare Compliance
- Market Access and Values-based Healthcare
- Effective Communications
- Presenting Technical Information
- Project Management
- Strategic Planning
- Influencing & Stakeholder Management
- Leading Project Teams in Life Sciences
- Finance for Non-Finance Managers
- Budget and Resource Management
- Leading Change

#### **Computer Skills**

- MicroSoft Office (Intermediate and Advanced)
- SharePoint
- Enterprise Resource Planning (ERP) System

#### **Continuous Improvement Skills**

- Business Process Engineering & Continuous Improvement
- Quality Management in Life Sciences
- Root Cause Analysis/Problem-Solving
- Cross-Functional Team Optimization
- Portfolio Management

#### **Management Skills**

- Leadership
- Coaching
- Delegating and Prioritizing
- Time Management and Organization for People Leaders



Retrainee-Job Creation

**Training Proposal for:**

**Flory Industries**

**Contract Number: ET23-0352**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** Sacramento

**Analyst:** K. Mam

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative HUA	Industry Sector(s):	Manufacturing (E)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Stanislaus	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 440	U.S.:440	Worldwide: 440
<u>Turnover Rate:</u>	15%		
<u>Managers/Supervisors:</u> (% of total trainees)	6%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$145,056

<b>Total ETP Funding</b>
\$98,440

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Improv., Mfg. Skills, OSHA 10/30, PL-Mfg. Skills	162	8-200	0-30	\$460	\$22.66
				Weighted Avg: 20			
2	Retrainee Priority Rate Job Creation Initiative	Business Skills, Computer Skills, Cont. Improv., Mfg. Skills, OSHA 10/30, PL-Mfg. Skills	52	8-200	0-30	\$460	\$18.54
				Weighted Avg: 20			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County: Job Number 1 (Retrainee):** \$22.66 per hour for Stanislaus County.  
**Job Number 2 (Job Creation):** \$18.54 per hour for Stanislaus County.  
**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.  
**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe  
 Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Number 1, and up to \$0.54 per hour may be used to meet the Post-Retention Wage for Job Number 2.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1 (Retrainee)</b>		
Administration	\$20.16 - \$25.00	3
	\$25.01 - \$60.34	11
Assembly Staff	\$20.16 - \$25.00	20
	\$25.01 - \$41.77	10
Engineer	\$27.00 - \$62.60	10
Fabricator	\$20.16 - \$25.00	9
	\$25.01 - \$37.00	6
Manufacturing Staff	\$20.16 - \$25.00	2
	\$25.01 - \$56.13	7
Painter	\$20.16 - \$25.00	5
	\$25.01 - \$32.67	4
Parts Staff	\$20.16 - \$25.00	3
	\$25.01 - \$33.65	8

Production Planning	\$22.03 - \$25.00	2
	\$25.01 - \$47.38	2
Purchasing Staff	\$20.50 - \$25.00	1
	\$25.01 - \$59.70	4
Sales Staff	\$21.50 - \$25.00	2
	\$25.01 - \$50.48	5
Service Staff	\$25.48 - \$74.52	9
Warehouse Staff	\$20.16 - \$25.00	9
	\$25.01 - \$43.90	8
Welder	\$20.16 - \$25.00	12
	\$25.01 - \$41.90	10
<b>Job Number 2 (Job Creation)</b>		
Administration	\$20.00 - \$25.00	2
	\$25.01 - \$40.00	1
Assembly Staff	\$18.00 - \$20.00	5
	\$20.01 - \$25.00	5
	\$25.01 - \$35.00	2
Engineer	\$23.00 - \$25.00	1
	\$25.01 - \$40.62	2
Fabricator	\$18.50 - \$20.00	1
	\$20.01 - \$25.00	2
	\$25.01 - \$35.00	1
Manufacturing Staff	\$18.00 - \$20.00	1
	\$20.01 - \$25.00	1
Painter	\$18.00 - \$20.00	2
	\$20.01 - \$25.00	2
Parts Staff	\$18.00 - \$20.00	1
	\$20.01 - \$25.00	1
Production Planning	\$18.00 - \$20.00	1
	\$20.01 - \$25.00	1
Purchasing Staff	\$20.50 - \$25.00	1
Sales Staff	\$19.00 - \$20.00	1
	\$25.00 - \$40.00	1
Service Staff	\$20.00 - \$25.00	1
	\$25.01 - \$40.00	1
Warehouse Staff	\$18.00 - \$20.00	3
	\$20.01 - \$25.00	2

Welder	\$18.00 - \$20.00	4
	\$20.01 - \$25.00	4
	\$25.01 - \$31.00	2

## **INTRODUCTION**

Founded in 1939 and headquartered in Salida, Flory Industries ([www.goflory.com](http://www.goflory.com)) manufactures, distributes, and services nut-harvesting equipment including harvesters, shredders, and mowers. Customers include the agricultural businesses, nut food harvesters, and farmers worldwide. Training will be delivered at the Company's location in Salida. This is Flory Industries' second ETP project, and second in the last five years.

### **Veterans Program**

Flory Industries employs Veterans and plans on recruiting more Veterans in the future. The Company actively works with organizations and job placement firms that seek to match veterans with its employment opportunities.

## **PROJECT DETAILS**

In the previous project, Flory Industries focused training on international sales and increasing efficiencies in product innovation and maintenance. Training under this proposal will focus on equipment and software enhancements including new welding machines and fabricators. The Company has invested over \$50,000 on robotic welders and computerized numerical control (CNC) machines. Staff must train on equipment operation and maintenance.

Also, Flory Industries has increased its headcount by 50% in the last three years. The Company has formalized a training plan focused on upgrading new employees' skillsets. Training will allow the Company to maximize employees' potential while providing higher level technical skills training. Employees will also receive training on 5S, Lean Manufacturing, and the Company's new Enterprise Resource Planning (ERP) system. Training under this proposal will allow the Company to successfully implement new production processes while improving efficiencies and reducing overall cost.

### **Retrainee - Job Creation**

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage.

Flory Industries has continuously grown from the last project due to an increase in supply and demand. With an anticipated revenue increase of 10% within the next two years, Flory Industries will hire 52 employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

### **Training Plan**

Training will be delivered via Classroom/Laboratory, E-Learning, Computer-Based Training (CBT), and Productive Lab methods by in-house experts and vendors as needed in the following:

**Business Skills:** Training will be offered to all occupations and will be focused on business practices and managing expectations. Training topics include Business Communication, Business Fundamentals and Business Writing.

**Computer Skills:** Training will be offered to all occupations and will be focused on the Company's internal software. Training topics include Autodesk/AutoCAD, Microsoft Dynamics GP, and SolidWorks.

**Continuous Improvement:** Training will be offered to all occupations and will be focused on process improvements. Training topics include Problem Solving and Decision Making, 5S, and Lean Manufacturing.

**Manufacturing Skills:** Training will be offered to Assembly Staff, Engineers, Fabricators, Manufacturing Staff, Painters, Parts Staff, Service Staff, Warehouse Staff, and Welders, and will be focused on equipment operation. Training topics include Fabrication, Machine Operation, and Welding.

### **Certified Safety Training**

OSHA 10/30. This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work and manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

### **Productive Laboratory**

Trainees may produce goods for profit as part of PL training in the courses identified under the Curriculum. The instructor will be dedicated to training delivery during all hours of training.

PL training will be provided to Assembly Staff, Engineers, Fabricators, Manufacturing Staff, Painters, Parts Staff, Service Staff, Warehouse Staff, and Welders in Manufacturing Skills to supplement Class/Lab training. Trainees will work with a trainer who will explain and demonstrate step-by-step instructions and then observe while trainees perform these same tasks. PL is necessary to strengthen skills and understanding the complexity of building parts, equipment and machinery operation requiring hands-on training. Production will be affected and more materials will be wasted due to the trial and error process. Flory Industries will provide approximately 5 hours of PL training with a trainer-to-trainee ratio of 1:1.

### **Computer-Based Training (CBT)**

CBT will be provided to supplement class/lab which is a more convenient means of delivering basic training. Trainees will receive between 0-30 hours of CBT.

### **High Unemployment Area**

All trainees work in Stanislaus County, a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the pre-retention wages. However, Flory Industries is not requesting a wage modification under this proposal.

### **Temporary to Permanent Hiring**

The Company will train 15 workers in Job Number 2 including Assembly Staff, Fabricators, Manufacturing Staff, and Warehouse Staff under Panel guidelines for the Temporary-to-Permanent program. The Company has retained these employees on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. The average time for "converting" temporary workers into full-time permanent employment is 30 days. It is expected

that these workers will receive employer-paid share-of-cost for healthcare premiums while on temporary status, and upon hire into full-time permanent employment.

Under Panel guidelines for the Temporary to Permanent program, these trainees must be eligible to participate in ETP-funded training pursuant to Unemployment Insurance Code Section 10201(c). Trainees cannot be enrolled until after they have been hired by the Company into full-time, permanent employment. Until they are hired, retention and post-retention wage requirements cannot be met, and the Company will not receive progress payments.

**Commitment to Training**

The Company’s annual training budget is approximately \$200,000 and includes orientation, compliance training, and basic computer skills training. ETP funds will not displace the Company’s existing financial commitment to training. Safety training is, and will continue to be provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The Learning and Development Manager and Administrative Assistant will be responsible for overseeing the project and ensuring recordkeeping requirements are met. Additionally, the Company has retained a third-party administrator with extensive ETP administration experience to work closely with staff to complete the project successfully.

**PRIOR PROJECTS**

The following table summarizes Contractor’s performance under an ETP Contract that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET20-0101	Salida	07/01/2019– 09/28/2021	\$246,905	\$98,497 (40%)*

\*The Company did not achieve its intended goal of 100% on the last ETP project for several reasons. The former ETP Project Manager at the Company was not involved in any of the corporate training and did not adequately explain the ETP program to the training managers and supervisors. Therefore, training was not documented correctly. Under this proposal, the Company has brought on a Learning & Development Manager who will be responsible for oversight of the ETP project and for ensuring training is documented correctly. Flory Industries anticipates earning 100%. The current proposal has been “right-sized” consistent with prior earnings.

**DEVELOPMENT SERVICES**

Sierra Consulting Services, Inc. in El Dorado Hills assisted with development of this proposal for a flat fee of \$9,000.

**ADMINISTRATIVE SERVICES**

Sierra Consulting Services, Inc. will also perform administrative services for a fee not to exceed 13% of payment earned.

**TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Business Skills**

- Business Communication
- Business Fundamentals
- Business Writing
- Behavior Style Strategies
- Coaching
- Conflict Resolution
- Customer Relationship Management
- Customer Service
- Communications Styles
- Cost Control
- Dealing with Difficult People
- Develop Employee Accountability
- Engagement
- Essential Skills for New Supervisor
- Financial Analysis
- International Finance
- Interpersonal Communications
- Marketing/Sales Techniques & Strategy
- Operational Skills
- Organizational Structure Development
- Planning and Organization
- Product Knowledge
- Project Management and Methodology
- Project Requirements Analysis and Specifications
- Relationship Building
- Strategic Planning

#### **Computer Skills**

- Autodesk/AutoCAD
- Customer Relationship Management (CRM)
- Intermediate/Advanced Microsoft Office
- Microsoft Dynamics GP
- SolidWorks

#### **Continuous Improvement Skills**

- 5S
- 7S
- Coaching Procedures
- Cross-Training
- Communication Skills
- Creating a Quality Organization
- Change Management

- Effective Meetings
- Just-in-Time
- Kaizen
- Leadership
- Lean Manufacturing
- Process Improvement
- Production Scheduling
- Production Operations/Workflow
- Process Improvement
- Project Management
- Problem Solving and Decision Making
- Process Capability
- Root Cause Analysis
- Teambuilding
- Teamwork Development Skills
- Time Management

### **Manufacturing Skills**

- Assembly Process Control
- Assembly Procedures
- Blue Print Reading and Schematics
- Cross-Training in Production Equipment/Skills
- Changeover Procedures
- Computer Numeric Control (CNC) Machining: (CNC Machine Operation, Drills, Lathes, Milling Machines, Grinders)
- Equipment Operation
- Fabrication
- Hydraulics
- Inventory Control
- Logistics
- Machine Operation
- Machine Maintenance
- Manufacturing Practices
- Operational Skills
- Paint/Powder Coating
- Production Operations
- Parts and Products Manufacture
- Troubleshooting
- Warehousing
- Welding

### **Safety Skills - OSHA 10 (Certified-OSHA Instructor)**

- OSHA 10

### **Safety Skills - OSHA 30 (Certified-OSHA Instructor)**

- OSHA 30

**Productive Lab (Trainer-to-Trainee Ratio 1:1)**

Trainees may receive any of the following:

**Manufacturing Skills**

- Changeover Procedures
- CNC Machining: (CNC Machine Operation, Drills, Lathes, Milling Machines, Grinders)
- Equipment Operation
- Fabrication
- Hydraulics
- Machine Operation
- Machine Maintenance
- Paint/Powder Coating
- Parts and Products Manufacture
- Troubleshooting
- Welding

**Computer-Based Training**

Trainees may receive any of the following:

**Business Skills**

- Amaze Every Customer Every Time - Section 1 (6 hours)
- Amaze Every Customer Every Time - Section 2 (6 hours)
- Be Amazing or Go Home (2.5 hours)
- Conducting Investigations (3 hours)
- Five Ways to Create an Amazing Customer Experience (20 min)
- Fundamentals of Finite Element Analysis (1 hour)
- Managing Angry Customers and Handling Customer Complaints (1.5 hours)
- PAS Rewards Business/Marketing (6.5 hours)
- PAS Rewards Sales/Selling Skills (6.5 hours)
- PAS Rewards Technical/General Training (6.67 hours)
- Tech Bits – Cutting Attachments (45 minutes)
- The Customer Focus Part A (5 hours)
- The Customer Focus Part B (4 hours)
- Your Amazement Toolbox (1.5 hours)

**Computer Skills**

- 2017 Sheet Metal Design (4 Hours)
- 2017 Top-Down Design (2 Hours)
- 2018 Quick Start (3 hours)
- 2018 Sketching (3 hours)
- Advanced Part Modeling (1 hour)
- Basics and User Interface (1 hour)
- Drawings & Details (4 hours)
- How to Use the Course Display (1 hour)
- SolidWorks Assemblies (2 hours)
- SolidWorks Basics & User Interface (1 Hour)

- SolidWorks Drawings
  - Model Views (2 hours)
  - Drawing and 3D (2 hours)
- SolidWorks Essentials
  - Sketching and 3D Sketching (2 hours)
  - Sketching Basics (2 hours)
- SolidWorks Parts and Features
  - Design Features (2 hours)
  - Parts (1 hour)
- SolidWorks Sketching (2 Hours)

### **Manufacturing Skills**

- 2018 Stihl Updates on new equipment (1 hour)
- 2021 Stihl U (Parts) (2.9 hours)
- Battery Chain Saw MSA 120 C-B (AK Series) (20 minutes)
- Battery Hedge Trimmer HSA 45 (AI Series) (15 minutes)
- Battery Hedge Trimmer HSA 56 (AK Series) (15 minutes)
- Battery Trimmer FSA 13-R (AP Series) (25 minutes)
- Battery Trimmer FSA 56 (AK Series) (15 minutes)
- Bronze (3.67 hours)
- Fuel Pressurization (15 minutes)
- Gas Trimmer Models FS 91, 111, 131 Series (20 minutes)
- Kombi Unit KM 91 R, 111 R, 131 R (20 minutes)
- Loppers and Hedge Shears (20 minutes)
- OSHA RCS Rule (15 minutes)
- Parts & Features (3 hours)
- Pole Pruners & Hedge Saws (15 minutes)
- Pressure Washer Models RB 200, 400, 600, 800 (1 hour)
- Pruning Saws (15 minutes)
- Stihl Assembly Training Duracut 5.2 (2 hours)
- Stihl Assembly Training Autocut C26 (2 hours)
- Stihl Assembly Training BGA 45 (2 hours)
- Stihl Assembly Training BGA 56 (2 hours)
- Stihl Assembly Training BR700 (2 hours)
- Stihl Assembly Training Fixcut 31-2 (2 hours)
- Stihl Assembly Training M-tronic System (2 hours)
- Stihl Assembly Training TS 440 (2 hours)
- Stihl Battery Overview (45 minutes)
- Stihl IMOW Robotic Mowers – Introduction (15 minutes)
- The Facts Behind Battery Voltage (15 minutes)
- Weldments (3 hours)



**Training Proposal for:  
Glendale Community College  
Professional Development Center**

**Contract Number: ET23-0356**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** M. Paccereilli

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate SB <100	Industry Sector(s):	MEC (H) Manufacturing (33) Aerospace Related Biotechnology and Life Sciences (54+) Services (61,71,72,81,92) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange, Riverside, San Bernardino, San Diego	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤13%		

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$560,400		\$38,970 8%		\$599,370

<b>In-Kind Contribution:</b>	<b>50% of Total ETP Funding Required</b>	<b>\$330,286</b>
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate SB <100	Business Skills, Computer Skills, Cont. Imp., Mfg. Skills	590	8-200	0	\$984	\$22.66
				Weighted Avg: 40			
2	Retrainee	Business Skills, Computer Skills, Cont. Imp., Mfg. Skills	22	8-200	0	\$855	\$22.66
				Weighted Avg: 40			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** Job Numbers 1 & 2: \$22.66 per hour for Los Angeles, Orange, Riverside, San Bernardino, and Ventura Counties

**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.

**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe

Participating employers may use up to \$2.50 per hour in health benefits to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Numbers 1 &amp; 2:</b>		
Accounting Staff	\$20.16 - \$25.00	2
	\$25.01 - \$120.00	22
Customer Support Staff	\$20.50 - \$25.00	12
	\$25.01 - \$100.00	30
Design & Engineering Staff	\$25.66 - \$135.00	58
Information Technology Staff	\$25.66 - \$135.00	50
People Operations Staff	\$20.16 - \$25.00	3
	\$25.01 - \$100.00	33
Production Staff	\$20.16 - \$25.00	20
	\$25.01 - \$100.00	164
Shop Floor Staff	\$20.16 - \$25.00	28
	\$25.01 - \$100.00	100
Manager/Supervisor	\$28.00 - \$35.00	78
Owners (For Small Business in Job Number 1 Only)	N/A	12

## **INTRODUCTION**

Established in 1985, Glendale Community College Professional Development Center (PDC) ([www.pdcofgcc.com](http://www.pdcofgcc.com)) provides customized, job-specific training for businesses and workers. PDC is the workforce development division of Glendale Community College, a public community college granting certificates and associate degrees. The college serves people from a variety of geographical areas but primarily serves a diverse population of the Greater Los Angeles region. PDC is eligible for ETP funding as a training agency under the Unemployment Insurance Code section 10205(c)(2).

### **Veterans**

Although there is no Veterans component in this proposal, PDC participates in Veterans Job Fairs with the Valley Economic Alliance (VEA), Verdugo Workforce Development Board (VWDB), and Glendale Tech Week. PDC also works with the college's Veterans Outreach Center in connecting Veterans to its participating employers. Some participating employers also have a hiring preference for Veterans, have Veterans on staff, and may include Veterans in the proposed trainee population.

## **PROJECT DETAILS**

### **Employer Demand**

This will be Glendale PDC's 44th ETP Contract, and the seventh within the last five years. Participating employers have a need for training because they are struggling to keep up with advancement in technology and competitors. After the pandemic, companies are forced to reorganize their operations requiring the need to build employees' skills to work in a continuously changing environment. Many are investing in automated systems, advanced machining and inspection equipment, and high-tech software packages to increase productivity, efficiency, and accuracy within their companies. Additionally, ETP training funds are requested to specifically assist in retraining of workers for companies facing fierce out-of-state competition.

PDC submitted a core group of participating employers representing over 100% of the requested funding, of which 100% are Panel-recognized priority industries and almost half are small businesses. Participating employers qualify as priority industries in manufacturing, aerospace, biotechnology and life sciences, and other companies facing out-of-state competition.

### **Marketing and Support Costs**

To identify specific training needs of the business community, PDC continuously markets its training programs in a variety of ways including employer site visits, email announcement, flyers, telephone calls, direct mail, and through the PDC website.

PDC has strong partnerships with five local Chambers of Commerce, Small Business Administration, Los Angeles Economic Development Corporation, VEA, VWDB, and Glendale College Advisory Groups – Engineering and Design, Motion Picture and Animation Committee to promote ETP funded training for California businesses. Within these large networks of employers, PDC markets the delivery of customized training programs through presentations and forums at local meetings, seminars, and tradeshows. All programs are customized to meet the needs of each participating employer. PDC requests, and staff supports, 8% support costs

for continued employer recruitment, employer outreach, and assessment of employer-specific job training requirements.

### **Curriculum Development**

The core curriculum has been developed by PDC over the last 38 years with input from participating employers and members of the Career Technical Education Task Force, Valley Industrial Commerce Association, Economic Alliance of the San Fernando Valley, and Verdugo Workforce Development Board.

The curriculum is continually revised according to the demands and feedback of the participating employers. PDC determines participating employers' specific demands for training based on a pre-training structured assessment and screening process. All classes are project-based while focusing on real world applications.

When applicable, labor organizations are involved in the development of the curriculum and training plans. PDC trainers work closely with the labor representative and the employer to ensure that the training meets the goals and objectives set forth by the union.

### **Training Plan**

Training will be delivered via Class/Lab and E-Learning in the following:

**Business Skills:** Training will be offered to all occupations to improve strategic planning, customer service, effective communication, time management, team building and working collaboratively.

**Computer Skills:** Training will be offered to all occupations to provide trainees the skills to become more proficient in computer software programs and learn cyber security.

**Continuous Improvement:** Training will be offered to all occupations focusing on improvement in daily processes while working more efficiently to reduce errors and operating costs. The training modules will equip workers with skills necessary to improve productivity and efficiency such as APICS, Six Sigma, strategic planning, conflict resolution, project management, and strategic planning.

**Manufacturing Skills:** Training will be offered to Production Staff to learn manufacturing operation logistics, inspection techniques, and blueprint reading.

### **Commitment to Training**

ETP funds will not displace the existing financial commitment to training of participating employers. Many of the employers listed in the core group of employers have provided new hire orientation, anti-harassment, and workplace violence classes to their employees.

In addition, most small employers have limited budgets; therefore, not able to offer the training classes needed for employees to be more productive. PDC programs provide in-depth skill development that employers are not able to provide without this funding and will develop skills that upgrade employee performance so companies can remain competitive. ETP training funds will supplement training that is not currently being provided. Safety training is, and will continue

to be, provided by the participating employers in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

PDC’s Director will oversee the implementation and administration of this project. There are five full-time staff members who are very knowledgeable of the program having participated in administering prior ETP projects. They will be responsible in employer recruitment, needs assessment, training schedule, and ETP Contract administration. All training will be provided by PDC instructors who are qualified to deliver training in their respective industries. These trainers have real world experience and degrees/credentials to certify their knowledge and teaching abilities.

**Tuition Reimbursement**

Students enrolled in the ETP-funded program will not be charged tuition, fees, or any other costs associated with training. The representation will be made a condition of the Contract.

**ACTIVE PROJECTS**

The following table summarizes Contractor’s performance under an active ETP Contract:

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET22-0191 (CCCF)	\$1,020,780	12/31/21 – 03/31/24	1,048	535	481

Based on the ETP Systems, 2,671 trainees started training with 38,251 reimbursable hours for potential earnings of \$921,996 (90% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through December 2023. This is an alternative funding under the California Community College Funds (CCCF) for employee training of participating employers who would not qualify for ETP’s core funding.

**PRIOR PROJECTS**

The following table summarizes Contractor’s performance under ETP Contracts that were completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0281 (COVID)	Statewide	04/08/21 - 04/07/23	\$100,000	\$100,000 (100%)
ET20-0342	Statewide	05/19/20 - 05/18/22	\$749,926	\$749,926 (100%)
ET19-0266	Statewide	10/01/18 - 03/29/21	\$1,759,897	\$1,759,897 (100%)
ET18-0123	Statewide	08/29/17 - 08/28/19	\$949,380	\$948,894 (99%)
ET17-0124	Statewide	07/25/16 - 07/24/18	\$924,973	\$924,973 (100%)

**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

N/A

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Business Skills**

- Building Work Relationships
- Business Math Essentials
- Business Writing
- Coaching
- Conducting Effective Meetings
- Customer Service Skills
- Effective Communication
- Emotional Intelligence
- Feedback Skills
- Goal Setting
- Interpersonal Skills Development Interviewing Skills
- Managing Change Marketing and Sales Motivating and Mentoring
- Negotiations Skills
- Presentation Skills
- Product Road Map
- Productivity and Prioritization
- Strengths Finder Training
- Team Building and Working Collaboratively
- Time Management

#### **Computer Skills**

- Cyber Security
- MasterCAM for Milling and Turning Center Application
- Microsoft Excel (Intermediate & Advanced)
- Microsoft Suite (Beginners for Small Businesses)
- Microsoft Project
- Microsoft Office Suite (Small Business Only)
- SolidWorks Mechanical Design
- Social Media Marketing
- Vericut for MasterCAM

#### **Continuous Improvement Skills**

- APICS Certified in Planning & Inventory Management
- Coaching Skills
- Conflict Resolution
- Effective Communication Skills for Professionals
- Intercultural Training
- Internal Quality Management Systems
- Lean Six Sigma Black Belt
- Lean Six Sigma Green Belt
- Leadership Skills
- People Team Continuous Learning

- Process Mapping
- Process Improvement
- Project Management
- Purchasing and Sourcing
- Root Cause and Corrective Action
- Strategic Planning

**Manufacturing Skills**

- Computer-Aided Drafting/Computer-Aided Manufacturing Advanced Shop Applications
- Coordinate Measuring Machine Application-PC-DMIS Software Level 1
- Coordinate Measuring Machine Application -PC-DMIS Software Level 2
- Computerized Numerical Control Lathe and Mill Setup Application Lab
- Computerized Numerical Control Programming for the CNC Mill Using G & M Codes
- Computerized Numerical Control Programming and Setup with MasterCAM
- Geometric Dimensioning and Tolerancing
- Inspection Techniques
- Manufacturing Operations Logistics
- Shop Math and Blueprint Reading

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: Glendale Community College  
Reference No: 22-1048

CCG No.: ET23-0356  
Page 1 of 8

ALPHABETIZE BY COMPANY NAME

Company: AAE (American Automated Engineering) Aerospace	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 5382 Argosy Ave.	
City, State, Zip: Huntington Beach, CA 92649	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 24	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 169	
Total # of full-time company employees in California: 169	
Company: Acromil LLC	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 18421 Railroad Street	
City, State, Zip: City of Industry, CA 91748	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 14	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 180	
Total # of full-time company employees in California: 180	
Company: AdelWiggins Group (a business unit of Trandsdigm)	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 5000 Triggs Street	
City, State, Zip: Los Angeles, CA 90022	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 12	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 175	
Total # of full-time company employees in California: 175	
Company: Adept Fasteners	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 27949 Hancock Parkway	
City, State, Zip: Valencia, CA 91355	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 9	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 200	
Total # of full-time company employees in California: 150	

ALPHABETIZE BY COMPANY NAME

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: Glendale Community College	CCG No.: ET23-0356
Reference No: 22-1048	Page 2 of 8

Company: Aero Engineering & Manufacturing Co.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 28217 Avenue Crocker	
City, State, Zip: Valencia, CA 91355	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 6	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 56	
Total # of full-time company employees in California: 56	

Company: AlumFlam North America LLC	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 16604 Edwards Road	
City, State, Zip: Cerritos, CA 90703	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 3	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 27	
Total # of full-time company employees in California: 27	

Company: Amro Fabricating Corporation	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1430 Adelia Avenue	
City, State, Zip: South El Monte, CA 91733	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 26	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 130	
Total # of full-time company employees in California: 130	

Company: Aviation Maintenance Group	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 8352 Kimball Ave. #3, Bldg F350	
City, State, Zip: Chino, CA 91708	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 6	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 105	
Total # of full-time company employees in California: 105	

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: Glendale Community College  
Reference No: 22-1048

CCG No.: ET23-0356  
Page 3 of 8

ALPHABETIZE BY COMPANY NAME

Company: Bulldog Audio Inc. DBA Royer Labs	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2711 W. Empire Avenue	
City, State, Zip: Burbank, CA 91504	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 15	
Total # of full-time company employees in California: 15	
Company: Centerpoint Manufacturing Co.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2625 N. San Fernando Blvd.	
City, State, Zip: Burbank, CA 91504	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 4	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 26	
Total # of full-time company employees in California: 26	
Company: Cevians LLC	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 3128 Red Hill Avenue	
City, State, Zip: Costa Mesa, CA 92326	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 8	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 58	
Total # of full-time company employees in California: 46	
Company: Custom Control Sensors, LLC	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 21111 Plummer Street	
City, State, Zip: Chatsworth, CA 91311	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 58	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 128	
Total # of full-time company employees in California: 128	

ALPHABETIZE BY COMPANY NAME

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: Glendale Community College	CCG No.: ET23-0356
Reference No: 22-1048	Page 4 of 8

Company: Delta Fabrication	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 9600 Desoto Ave.	
City, State, Zip: Chatsworth, CA 91311	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 72	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 91	
Total # of full-time company employees in California: 91	

Company: Delta Hi-Tech	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 9600 Desoto Ave.	
City, State, Zip: Chatsworth, CA 91311	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 52	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 171	
Total # of full-time company employees in California: 171	

Company: Ferrari Interconnect Solutions	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 4385 East Lowell St., Ste A	
City, State, Zip: Ontario, CA 91761	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 2	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 10	
Total # of full-time company employees in California: 10	

Company: Gordon Brush Mfg. Co./The Employer Advantage PEO	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 3737 Capital Ave.	
City, State, Zip: City of Industry, CA 90601	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 10	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 103	
Total # of full-time company employees in California: 103	

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: Glendale Community College  
Reference No: 22-1048

CCG No.: ET23-0356  
Page 5 of 8

ALPHABETIZE BY COMPANY NAME

Company: Hydromach Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 20400 Prairie Street	
City, State, Zip: Chatsworth, CA 91311	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 3	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 36	
Total # of full-time company employees in California: 36	
Company: Klune Industries Inc./PCC Aerostructures North Hollywood	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 7323 Coldwater Canyon Drive	
City, State, Zip: North Hollywood, CA 91605	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 28	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 200	
Total # of full-time company employees in California: 200	
Company: KPS Global LLC (Custom Cooler Inc.)	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 420 East Arrow Hwy	
City, State, Zip: San Dimas, CA 91773	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 7	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 950	
Total # of full-time company employees in California: 99	
Company: Life Science Outsourcing, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 830 Challenger St.	
City, State, Zip: Brea, CA 92821	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 28	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 215	
Total # of full-time company employees in California: 124	

ALPHABETIZE BY COMPANY NAME

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: Glendale Community College	CCG No.: ET23-0356
Reference No: 22-1048	Page 6 of 8

Company: Los Angeles Lighting Manufacturing Co.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 10141 Olney St.	
City, State, Zip: El Monte, CA 91731	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 10	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 63	
Total # of full-time company employees in California: 63	

Company: Mission Foods (Gruma Corporation)	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 14200 Arminta St.	
City, State, Zip: Panorama City, CA 91402	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 66	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 18,000	
Total # of full-time company employees in California: 2,207	

Company: Nelson-Miller Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2800 Casitas Ave.	
City, State, Zip: Los Angeles, CA 90039	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 30	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 300	
Total # of full-time company employees in California: 40	

Company: Paragon Precision Inc. – A Princeton Tool Co.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 25620 Rye Canyon Road, Bldg A	
City, State, Zip: Valencia, CA 91355	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 15	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 25	
Total # of full-time company employees in California: 25	

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: Glendale Community College	CCG No.: ET23-0356
Reference No: 22-1048	Page 7 of 8

ALPHABETIZE BY COMPANY NAME

Company: Precision Aircraft Manufacturing Co. (PAMCO)	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 10640 Elkwood St.	
City, State, Zip: Sun Valley, CA 91352	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 26	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 58	
Total # of full-time company employees in California: 58	
Company: Romakk Engineering/Vision Aerospace LLC	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 19863 Nordhoff Street	
City, State, Zip: Northridge, CA 91324	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 6	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 28	
Total # of full-time company employees in California: 28	
Company: S & H Machine	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 900 N. Lake St.	
City, State, Zip: Burbank, CA 91502	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 28	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 64	
Total # of full-time company employees in California: 64	
Company: The Scenic Route/GEP Talent Services	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 13516 Desmond St.	
City, State, Zip: Pacoima, CA 91331	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 8	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 50	
Total # of full-time company employees in California: 50	

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: Glendale Community College  
Reference No: 22-1048

CCG No.: ET23-0356  
Page 8 of 8

ALPHABETIZE BY COMPANY NAME

Company: Tortoise Industries	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 3052 Treadwell St.	
City, State, Zip: Los Angeles, CA 90065	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 20	
Total # of full-time company employees in California: 20	
Company: True Position Technologies, LLC	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 24900 Avenue Stanford	
City, State, Zip: Valencia, CA 91355	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 42	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 106	
Total # of full-time company employees in California: 106	
Company: Wabtec Passenger Transit	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1135 Aviation Place	
City, State, Zip: San Fernando, CA 91340	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 44	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 27,000	
Total # of full-time company employees in California: 250	



Retrainee-Job Creation

Training Proposal for:

**Hanover Holdings dba Monarch Home Services**

**Contract Number: ET23-0333**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** L. Vuong

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate SB <100 SET HUA Job Creation Initiative	Industry Sector(s):	Construction (C)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Fresno, Kern, Tulare	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 100	U.S.: 100	Worldwide: 100
<u>Turnover Rate:</u>	15%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$361,300

<b>Total ETP Funding</b>
\$175,720

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee SB <100 SET HUA	Business Skills, Commercial Skills, Computer Skills, OSHA 10	95	8-200  Weighted Avg: 40	0	\$920	\$17.00
2	Retrainee SB <100 SET HUA Job Creation Initiative	Business Skills, Commercial Skills, Computer Skills, OSHA 10	48	8-200  Weighted Avg: 80	0	\$1,840	\$17.00

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** Job Number 1 (SET/HUA): \$17.00 per hour for Fresno, Kern and Tulare Counties  
 Job Number 2 (Job Creation; SET/HUA): \$17.00 per hour for Fresno, Kern and Tulare Counties

**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.

**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe  
 Although employer provides health benefits, they are not being used to meet Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1 (SET-HUA)</b>		
Estimator	\$20.00 - \$25.00	2
	\$25.01 - \$45.00	3
Installer	\$18.00 - \$20.00	5
	\$20.01 - \$25.00	10
	\$25.01 - \$35.00	12
Support Staff/Sales Staff	\$17.00 - \$20.00	5
	\$20.01 - \$25.00	10
Team Lead	\$30.00 - \$50.00	8
Technician	\$18.00 - \$20.00	10
	\$20.01 - \$25.00	15
	\$25.01 - \$35.00	15

<b>Job Number 2 (SET-HUA Job Creation)</b>		
Estimator	\$17.00 - \$20.00	8
Installer	\$17.00 - \$20.00	5
	\$20.01 - \$28.00	5
Support Staff/Sales Staff	\$16.50 - \$20.00	8
Team Lead	\$24.00 - \$30.00	2
Technician	\$17.00 - \$20.00	10
	\$20.01 - \$25.00	10

## **INTRODUCTION**

Founded in 2009 and headquartered in Bakersfield, Hanover Holdings dba Monarch Home Services (Monarch Home) ([www.monarchhomeexperts.com](http://www.monarchhomeexperts.com)) installs, repairs and sells water heaters, heating and air equipment to residential customers throughout California. In addition to air conditioning and heating repair and maintenance, Monarch Home also provides services that include indoor air quality solutions, tankless water heaters, Wi-Fi thermostats, duct cleaning, filtration and home protection program. Customers include residential consumers, homeowners, renters, tenants and state and local government programs.

The Company has three facilities in California: Bakersfield, Fresno and Visalia. Visalia was recently opened and became operational in March 2023.

### **Veterans Program**

Although the Company does not have a separate Veterans Job Number, Monarch Home encourages and recruits Veterans into its workforce through Hire a Vet, Troops to Trades and local veterans organizations.

## **PROJECT DETAILS**

In response to a highly competitive construction industry, customers' demands, keeping up with technological advances, Monarch Home has expanded its services and products to reduce the carbon footprint, install new equipment to operate more efficiently, implement new technology/program to support low-income residents and bring inefficient or fossil burning products to a more efficient energy saving products/systems. Additionally, Monarch Home has expanded its products and services offerings to partnership with state and local programs. These programs include green energy efficient upgrades, home efficiency audits, retro fits for fossil fuel appliances and wood burning heat sources.

Monarch Home reported that customers' demands have been increasing over the last 36 months. As such, its workforce has increased from 60 to 100 full-time employees in the last year. Additionally, Monarch Home is planning to add approximately 48 new employees over the next two years in its three facilities.

This is Monarch Home's first ETP Contract. In this proposal, Monarch Home requests ETP funding to train 95 incumbent workers and 48 Job creation workers at its three facilities in Bakersfield, Fresno and Visalia, where all training will take place. Workers will receive in-depth training in all aspects of the business including internal systems, company products and services, sales, customer specifications, and new technological advances. ETP funding will assist Monarch Home to successfully upgrade worker skills, increase efficiencies, meet industry standards,

exceed customer expectations, attract new customers and effectively manage overall business growth. Workers will gain skills to optimize job performance, better serve customers and improve efficiencies. The Company also invested \$182,420 in new equipment (09/06/22), including heat pump furnaces, water heaters, air scrubbers, energy audit equipment, Wi-Fi thermostats and new computer software to assist with business operational. According to Monarch Home, this proposal shall not replace, compete with or duplicate in any way already existing approved apprenticeship programs.

### **Retrainee - Job Creation**

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage.

To support the increase in services, new products, and operations, Monarch Home has committed to hiring 48 new employees (Job Number 2) at its Fresno facility over the next two years. Monarch Home will train these employees to learn and operate sophisticated equipment, technology systems, and computer programs. Trainees will also have a better understanding of the Company's business operations. Growth in business, new services offering and opening of new facility require retraining of existing employees, combined with the hiring and training of new employees to keep up with the increase in business and service level. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

### **Training Plan**

Training will be provided via Classroom/Laboratory, Videoconference, and E-Learning in the following:

**Business Skills:** This training will be offered to all occupations to equip them with a firm understanding of the water heaters, heating and air equipment. Training will focus on communication, customer needs assessment, negotiation skills and overall business functions to improve job performance.

**Commercial Skills:** This training will be offered to all occupations. Trainees will learn the Company's products and services to better serve customers, which include water heat pump and air conditioning systems, tune up procedures, equipment operation and maintenance, identifying waste products and diagnosis.

**Computer Skills:** This training will be offered to all occupations. Trainees will receive highly technical skills to effectively use the Company's hardware and software programs as well as operation systems to provide efficient and effective customer service and implement necessary software including proprietary HVAC management.

### **Certified Safety Training**

OSHA 10/30. This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom or CBT training for Estimators, Installers, Support Staff/Sales Staff, Team Leads/Supervisors and Technicians. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

## Frontline Worker

Monarch Home will train frontline Estimators, Installers, Support Staff/Sales Staff, Team Lead and Technicians. These employees communicate and interact with customers and members, and are available to provide services at all time. These individuals spend 100% of their time performing frontline work and do not hire, fire or make company policy. Based on the nature and scope of their job duties, these trainees meet the Panel's definition of frontline workers. As frontline workers, these trainees qualify for SET funding.

## Commitment to Training

Monarch Home has a current annual training budget of approximately \$342,350 for its three facilities and includes new-hire orientation, basis safety training, internal computer system and on-the-job training related skills. ETP funds will not displace the existing financial commitment to training.

Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. After the completion of ETP-funded training, the Company will continue to deliver training to keep pace with business climate and goals, technology upgrades, increase efficiency and continuous improvement efforts in order to reduce waste and costs.

### ➤ Training Infrastructure

Training is scheduled to begin upon Panel approval. The Human Resource Director will oversee the training project and administrative responsibilities. The Company has designated a Site Manager at each location to schedule, document and delivery of training and secure rosters. The Company has also retained a third party subcontractor to support project administration duties including enrollment, data tracking, invoicing, participate in ETP monitoring and ensure compliance with ETP requirements.

## Impact/Outcome

Monarch Home anticipates the following outcomes as a result of training:

- Meet industry and customer requirements and expectations
- Produce quality/efficient products and services
- Industry-wide certifications on air quality, heat, air conditioning and gas installation and OSHA 10
- Competent workforce
- Attract new customers
- Promote company growth
- Increase wages
- Long term career path

## Green/Clean Operations

Monarch Home is committed to company growth, while also implementing Green/Clean technology. The Company offers solutions to help customers manage energy and heat usage to conserve resources, time and money.

## **Special Employment Training**

Under Special Employment Training (SET), employers are not required to demonstrate out-of-state competition. To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention period.

## **High Unemployment Area**

All trainees in Job Numbers 1 and 2 work in Bakersfield (Kern County), Fresno (Fresno County) and Visalia City (Tulare County), a High Unemployment Area (HUA). These regions with unemployment exceeding the state average by at least 25%. As such, Monarch Home may request a wage modification up to 25% below the standard minimum wage for these trainees.

### **➤ Wage Modifications**

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$41.20 to \$30.90). Trainees in Job Numbers 1 and 2 are employed in a Priority Industry and qualify for a SET wage modification up to 25% below the statewide average hourly wage.

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the pre-retention wages. Monarch Home requests a wage modification for the trainees in Job Numbers 1 and 2 (Job Creation) from \$22.66 to \$17.00 per hour for Kern, Fresno and Tulare Counties. Some trainees will start at a minimum of \$17.00 with wage progression of 5% to 20% or more by the end of the retention period based on job performance and competency.

Approximately 5 Support Staff/Sales Staff (Job Number 1) and 31 Estimators, Installers, Support Staff/Sales Staff and Technicians (Job Number 2 – Job Creation) will need the wage modification.

## **DEVELOPMENT SERVICES**

Monarch Home Services retained Synergy Management Consultants, LLC in Grass Valley to assist with development of this proposal for a flat fee of \$14,000.

## **ADMINISTRATIVE SERVICES**

Synergy Management Consultants will also perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

## **TRAINING VENDORS**

Lennox in Sacramento will provide Commercial Skills training for an estimated fee of \$28,750.

Service Titan in Los Angeles will provide Computer Skills training for an estimated fee of \$28,750.

Additional outside training vendors may be identified and retained during the term of the Contract.

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Business Skills**

- Principles of Highly Successful Leaders
- Pre-Week Planning & Execution
- External Environment Analysis
- Planning and Execution
- Effective Customer Service
- Team Building
- Building Strong Relationships
- Innovation Tools and Processes
- Persuasion Strategies
- Communication Skills
- Negotiation Skills
- Conflict Resolution
- Customer Needs Assessment
- Presentation Skills
- Active Listening Skills
- Understanding and Managing Expectations

#### **Commercial Skills**

- Connected Home Technology
- Heat Pump Systems
- System Sizing
- Fundamentals of Air Conditioning Systems
- Advanced A/C systems
- Advanced Diagnosis
- Metering Devices
- Nest System Controls/Smart System
- Advanced Wiring and Schematics
- Nest Thermostats
- Maintenance Tune Up Procedures
- Field Tools/Gauges
- Air Quality Diagnostics
- Inverter Technology
- Switches and Electrical Components
- Ventilation Systems Certifications - Blower Door/ Weatherization
- Identifying Waste Products
- Waste Products Remediation Analytics
- Waste Remediation Planning
- Waste Removal Solutions
- Certification - EPA 608
- Certification - Trac Pipe (Gas)
- Certification - A2L refrigeration types of combustions

- Certification - NATE (North American Technician Excellence)
- Certification - IAQ (Indoor Air Quality) Dynamics,
- Certification - Refrigeration types
- Certification - Heat Exchanges
- Driver Safety
- Lifting Safety
- Ladder Safety
- Work Site Safety
- Equipment Safety
- Attic Insulation Safety
- Electrical Hazards Safety

**Computer Skills**

- Service Titan (Proprietary HVAC Management Software)
- Microsoft Office and Google Suites (Excel, Word) Power Point,
- Database Systems
- Zoom and Microsoft Teams
- Tablet Applications

**Safety Skills - OSHA 10 (Certified-OSHA Instructor)**

- OSHA 10



Retrainee-Job Creation

Training Proposal for:

**JBR, Inc. dba San Francisco Bay Coffee**

**Contract Number: ET23-0362**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** Sacramento

**Analyst:** M. Sladewski

**PROJECT PROFILE**

Contract Attributes:	Job Creation Initiative Retrainee Priority Rate	Industry Sector(s):	Manufacturing (E)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Placer	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 251	U.S.: 286	Worldwide: 480
<u>Turnover Rate:</u>	15%		
<u>Managers/Supervisors:</u> (% of total trainees)	12%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$240,225

<b>Total ETP Funding</b>
\$177,215

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Improv., HazMat, Literacy Skills, Mfg. Skills OSHA 10/30	159	8-200	0-0.5	\$1,035	\$22.66
				Weighted Avg: 45			
2	Retrainee Job Creation Initiative Priority Rate	Business Skills, Computer Skills, Cont. Improv., HazMat, Literacy Skills, Mfg. Skills OSHA 10/30	10	8-200	0-0.5	\$1,265	\$18.54
				Weighted Avg: 55			

**\*Post-Retention Wage is the Contractual Wage.**

**Minimum Wage by County:** Job Number 1: \$22.66 per hour for Placer County; Job Number 2 (Job Creation): \$18.54 per hour for Placer County

**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.

**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe

Up to \$2.37 per hour may be used to meet the Post-Retention Wage for Job Number 1 and up to \$1.54 per hour for Job Number 2.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1:</b>		
Administrative Staff	\$24.04 - \$25.00	1
	\$25.01 - \$81.02	18
IT Staff	\$30.00 - \$93.58	6
Operations Staff	\$20.29 - \$25.00	27
	\$25.01 - \$31.39	44
Operations Direct Labor	\$20.29 - \$25.00	30
	\$25.01 - \$31.39	25
Sales Staff	\$20.29 - \$25.00	2
	\$25.01 - \$100.96	6
<b>Job Number 2 (Job Creation):</b>		
Administrative Staff	\$17.00 - \$20.00	1
Operations Staff	\$17.00 - \$20.00	4

Operations Direct Hire	\$17.00 - \$20.00	4
Sales Staff	\$17.00 - \$20.00	1

## **INTRODUCTION**

Founded in 1979 and headquartered in Lincoln, JBR, Inc. dba San Francisco Bay Coffee (JBR), ([www.sfbaycoffee.com](http://www.sfbaycoffee.com)) specializes in the manufacturing of flavorful blends of roasted Arabica coffees and tea products. JBR's customers include Amazon, Costco, Target and a variety of food and retail stores. Training will be delivered at the Company's location in Lincoln.

This is JBR's second ETP project and second in the last five years.

### **Veterans Program**

JBR does not actively recruit for Veterans; however, there are Veterans on staff. There is no Veterans component to this project.

## **PROJECT DETAILS**

JBR's prior contract focused on expanding its product line, training on its software, Navision, and training newly-hired employees. In this project, the Company will focus on implementing and training on new automation equipment, new silos, and new software systems Aptean and Cornerstone. There will be no duplication of training for trainees who participated in the prior contract.

JBR continues to grow and the Company has expanded its sales areas and customer base worldwide. To meet increased demand for coffee, JBR has invested \$3 million in new software systems, robotic forklifts and packaging equipment, new silos for blending green coffee, and degassing coffee after roasting. This new equipment and software will increase production and output by 20%, increase quality, and reduce product waste. The safer machinery and work flow will also help decrease work-related injuries for staff.

Aptean software will improve JBR's integrated systems for sales orders, shipping and receiving, and invoicing, resulting in seamless communication with its clients' systems. Due to over 300 processes and procedures changing, JBR needs to do extensive training. Training on this project will focus on cross training all staff on the new software systems and new production processes to ensure the implementation is successful. JBR realizes that some jobs will need to shift into other functions and departments due to automation. The Company's goal is to keep its existing employees by cross training them and promoting them to higher paying positions. The Company is committed to training staff and providing them with the skills needed to succeed in their positions and transition into better ones.

### **Retrainee - Job Creation**

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage.

JBR plans to hire 10 new employees (Job Number 2). The Company projects continuing growth and expanding its customer base. With the increased production output from the new equipment, JBR will need new staff. The Company will be hiring Administrative Staff, Operations Staff and Sales Staff. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

## Training Plan

Training will be delivered via Class/Lab and E-Learning delivery methods. In-house subject matter experts and vendors may be utilized to deliver training in the following:

**Business Skills:** Training will be offered to all occupations. Training will focus on improving productivity and employee change management. Training topics include Employee Engagement, Operational Skills, and Product Knowledge.

**Computer Skills:** Training will be offered to all occupations. Training will focus on implementing new software systems and cross training. Training topics include Aptean, Cornerstone, and Tableau (Data Analysis).

**Continuous Improvement:** Training will be offered to all occupations. Training will focus on improving production, quality, and efficiency. It will also focus on improving Company processes and decreasing waste. Training topics include Cross Training, Change Management, and Process Improvement.

**Hazardous Materials:** Training will be offered to Operations Staff, Operations Direct Labor, and Operations New Hire. Training will focus on Blood borne Pathogens and Hazardous Waste Cleaning.

**Literacy Skills:** Training will be offered to Administrative Staff, Operations Staff, Operations Direct Labor, and Operations New Hire. Training will improve language and communication skills. The training topic is Vocational English as a Second Language.

**Manufacturing Skills:** Training will be offered to Operations Staff, Operations Direct Labor and Operations New Hire. Training will focus on new equipment, increasing product quality and cross training. Training topics include Blending, Changeover Procedures, Cross-Training in Production Equipment/Skills, and Equipment Operation.

## Certified Safety Training

OSHA 10/30. This training is a series of courses “bundled” by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

## Computer-Based Training (CBT)

CBT will be provided to supplement class/lab which is a more convenient means of delivering basic training. Trainees will receive between 0-0.5 hours of CBT.

## Alternate Recordkeeping

Staff has reviewed and approved the Company’s request to use an alternate recordkeeping method.

## Temporary to Permanent Hiring

The Company will train 5 workers (Operations Staff and Operations Direct Hires) in Job Number 2 under Panel guidelines for the Temporary-to-Permanent program. The Company has retained these employees on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. The average time for “converting” temporary workers into full-time permanent employment is 3-6 months. It is expected that these workers will receive employer-

paid share-of-cost for healthcare premiums while on temporary status, and upon hire into full-time permanent employment.

Under Panel guidelines for the Temporary to Permanent program, these trainees must be eligible to participate in ETP-funded training pursuant to Unemployment Insurance Code Section 10201(c). Trainees cannot be enrolled until after they have been hired by the Company into full-time, permanent employment. Until they are hired, retention and post-retention wage requirements cannot be met, and the Company will not receive progress payments.

### **Commitment to Training**

JBR has an annual training budget of approximately \$320,000. Training includes new-hire orientation, staff development, job specific training and safety training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be provided, in accordance with all pertinent requirements under state and federal law.

#### ➤ Training Infrastructure

The Company has designated a Project Manager to work with the HR/Payroll Specialist, and several leads to oversee the ETP project. In addition to the assigned staff members, JBR has also retained the services of a third-party administrator with extensive ETP experience to assist with administration. Training will be provided by qualified in-house trainers.

### **PRIOR PROJECTS**

The following table summarizes Contractor's performance under an ETP Contract that was completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned	
				\$	%
ET21-0261	Lincoln	3/1/2021-2/28/2023	\$185,150	\$152,903 (83%)	

### **DEVELOPMENT SERVICES**

JBR retained Sierra Consulting Services in El Dorado Hills to assist with development of this proposal for a flat fee of \$17,000.

### **ADMINISTRATIVE SERVICES**

Sierra Consulting Services will also perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

### **TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Business Skills**

- Business Communication
- Business Fundamentals
- Business Writing
- Behavior Style Strategies
- Conflict Resolution
- Covid 19 Awareness
- Covid 19 Prevention
- Creative Marketing
- Customer Relationship Management
- Customer Service
- Communication Styles
- Cost Control
- Dealing with Difficult People
- Develop Employee Accountability
- Employee Coaching
- Employee Engagement
- Essential Skills for New Supervisor
- Financial Analysis
- Interpersonal Communications
- Leadership
- Marketing/Sales Techniques & Strategy
- Negotiating
- Operational Skills
- Organizational Structure Development
- Planning and Organization
- Product Knowledge
- Project Management and Methodology
- Project Requirements Analysis and Specifications
- Property and Resource Management Skills
- Retaining Customers
- Relationship Building
- Strategic Planning
- Time Management

#### **Computer Skills**

- Amazon Portal
- Aptean
- Clarisoft (Print Label)
- Cornerstone
- Ignition (Count Roaster Data)

- Intermediate/Advanced Microsoft Office
- Label Matrix
- Linked-In Learning
- Microsoft Dynamics 365 Business Central
- Microsoft Planner
- Navision
- One World Sync (UPC, Shipping Data)
- OVPS (Vimeo Online Video Platform Software)
- Proship (Shipping Program)
- Redzone
- Safety Plus
- Solochain
- SPOC Single Point of Contact (Complaints)
- SyncHR
- Tableaux (Data Analysis)
- The Bridge

### **Continuous Improvement Skills**

- 7S
- Cross Training
- Communication Skills
- Creating a Quality Organization
- Change Management
- Decision Making
- How to Coach and Mentor
- Kaizen
- Leadership
- Lean Manufacturing
- Lean Sigma
- Meeting Management
- Motivation
- Process Improvement
- Production Scheduling
- Production Operations/Workflow
- Project Management
- Problem Solving and Decision Making
- Process Capability
- Quality Measurement Systems
- Root Cause Analysis
- Statistical Process Control
- Systems Failure Analysis
- Team Building
- Teamwork Development Skills
- Time Management
- Visual Controls

**Hazardous Materials Skills**

- Hazardous Chemical Cleaning/Handling
- Hazardous Waste Cleaning

**Literacy Skills**

- Vocational English as a Second Language

**Manufacturing Skills**

- Assembly Procedures
- Assembly Process Control
- Blending
- Changeover Procedures
- Coffee Operations
- Cross-Training in Production Equipment/Skills
- Document Control
- Electrical Diagnostics/Repair
- Equipment Operation
- Flavor Mixing
- Food Processing
- Green Sorting
- Grinding
- Hydraulic Diagnostics/Repair
- Inspection & Testing
- Inventory Control
- Inventory Management
- Label Printing
- Line Operation
- Machine Maintenance
- Machine Operation
- Manufacturing Practices
- Packaging
- Parts and Products Manufacture
- Pneumatics Diagnostics/Repair
- Production Operations
- Quality Control
- Receiving
- Roasting
- Shipping
- Troubleshooting
- Warehousing
- Work Order Processing

**Safety Skills - OSHA 10 (Certified-OSHA Instructor)**

- OSHA 10

**Safety Skills - OSHA 30 (Certified-OSHA Instructor)**

- OSHA 30

**Computer-Based Training**

Trainees may receive any of the following:

**Business Skills**

- How to Run Meetings Efficiently (30 minutes)



Retrainee-Job Creation  
**Training Proposal for:**  
**Movement for Life, Inc.**  
**Contract Number: ET23-0373**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** San Francisco Bay Area

**Analyst:** S. Wang

**PROJECT PROFILE**

Contract Attributes:	Priority HUA SET Retrainee Job Creation Initiative	Industry Sector(s):	Services (G) Healthcare (62)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Sacramento, San Joaquin, San Luis Obispo, Santa Barbara	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 240	U.S.: 240	Worldwide: 240
<u>Turnover Rate:</u>	1%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$208,771

<b>Total ETP Funding</b>
\$199,410

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee SET HUA Priority Rate	Computer Skills, Commercial Skills, Cont. Improv.	70	8-200	0	\$1,311	\$17.00
				Weighted Avg: 57			
2	Job Creation Initiative Retrainee SET HUA Priority Rate	Computer Skills, Commercial Skills, Cont. Improv.	52	8-200	0	\$2,070	\$16.50
				Weighted Avg: 90			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County: Job Number 1 (HUA):** \$17.00 per hour for Sacramento, San Joaquin, San Luis Obispo, and Santa Barbara counties.  
**Job Number 2 (Job Creation / HUA):** \$15.50 per hour for Sacramento, San Joaquin, San Luis Obispo, Santa Barbara counties.

**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.

**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe

Up to \$0.50 per hour may be used to meet the Post-Retention Wage in Job Number 1.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1: Retrainee</b>		
Administrative Staff	\$16.50 - \$20.00	15
	\$20.01 - \$25.00	2
	\$25.01 - \$55.00	2
Clinic Directors	\$18.00 - \$20.00	2
	\$20.01 - \$25.00	5
IT Staff	\$45.00 - \$50.00	1
Operations Staff	\$18.00 - \$20.00	3
	\$20.01 - \$25.00	3
	\$25.01 - \$60.00	10
Physical Therapist	\$25.00 - \$45.00	27
<b>Job Number 2: Job Creation</b>		
Administrative Staff	\$16.50 - \$20.00	6
	\$20.01 - \$25.00	2
	\$25.01 - \$55.00	3

Operations Staff	\$18.00 - \$20.00	6
	\$20.01 - \$25.00	13
Physical Therapist	\$25.00 - \$45.00	22

**INTRODUCTION**

Founded in 1989 and headquartered in San Luis Obispo, Movement for Life, Inc. (Movement for Life) (<https://www.movementforlife.com/>) is an outpatient private physical therapy clinic that provides services in orthopedics, geriatrics, sports, vestibular, and hand therapy. Through these services, the Company strives to provide access to a physically active lifestyle for its customers. Training will be delivered at the Company’s HUA locations in Galt, Lodi, Stockton, Morro Bay, and Santa Maria.

This will be Movement for Life’s first ETP-funded proposal. The Company serves any individual in need of physical therapy as well as healthcare professionals with administrative support.

**Veterans Program**

Even though Movement for Life does not plan to include a separate Veteran’s Job Number, the Company actively recruits veterans through job fairs, websites such as Military.com, and even asks current employees for referrals.

**Retrainee - Job Creation**

In this proposal, the Company plans to hire approximately 52 employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage.

Due to business-capacity growth, Movement for Life has seen an increase in demand for its service as more people became more in tune with their healthcare needs including physical therapy following the COVID-19 pandemic. To meet this increased demand, the Company plans to hire Administrative Staff, Operations Staff, and Physical Therapists (PTs) requiring ETP training.

**PROJECT DETAILS**

ETP-funded training will focus on the new software and technologies purchased by the Company to remain competitive and to follow the evolution of the healthcare system. In the past, PTs relied heavily on manual equipment and traditional methods. Now in the 21<sup>st</sup> century, advanced technologies have become the new norm to treat patients. In order to give customers the best care, Movement for Life is committed to the latest technology and processes, and all staff will require extensive training on these technologies and processes. Some of the software and technologies in this training includes:

- Keet Software – this software will be implemented to support and launch Medicare’s new Merit Based Incentive Program. This software collects data around clinical outcomes to measure how the Company is doing across all locations, providers, and the different conditions of treatment. Additionally, the software will give the Company the ability to receive feedback with a Network Promotor Score as well as directly message patients.

- **Blood Flow Restriction Units** – this is part of new cutting edge treatment designed to increase strength, hypertrophy, muscle endurance, muscle protein synthesis in the elderly, regain strength and hypertrophy after surgery, and improve muscle activation. These units are specifically designed to safely regulate and control pressure and include advanced personalization and safety features, allowing the Company to provide the most effective and efficient treatment available to patients.
- **EverFlex** – this software allows the Company’s PTs to remotely monitor data indicative of the health or condition of an individual or group of individuals for medical diagnosis and treatment purposes. Additionally, PTs can interact and manage custom exercise programs, build custom workouts, build custom physical fitness screens, and build custom screens to evaluate functional movement.

## **Training Plan**

Training will be conducted via Class/Lab and E-Learning delivery methods to all occupations in the following:

**Commercial Skills:** Course topics include Biomechanics, Neuroscience, Acute Care and Troubleshooting Equipment.

**Computer Skills:** Course topics include Keet Software, Everflex, and Telehealth.

**Continuous Improvement:** Course topics include Leadership, Communications Skills, and Operational Management.

## **Commitment to Training**

Movement for Life’s annual training budget in California is \$25,000 per location. Training includes new employee orientations, basic computer skills, on-the-job training (OJT), and anti-harassment training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

### ➤ Training Infrastructure

Movement for Life’s Human Resources staff (dedicated administrator) will be overseeing this ETP project. The Company has also identified fifteen managers (a few per site) to coordinate training delivery, track training hours, and other administrative duties. ETP training will be delivered by certified (in-house) experts and vendors as needed. Additionally, a third-party subcontractor-Training Grants Intelligence, Inc. (TGII) was retained to help with ETP administration and systems.

## **Electronic Recordkeeping/LMS**

Staff has reviewed and approved the Company’s learning-management system.

## **Impact/Outcome**

Upon completion of training, all occupations will be able to properly use the new software and technologies to better serve the Company’s customer base.

## **Special Employment Training (SET)/High Unemployment Area (HUA)**

Under SET, the participating employer is not required to demonstrate out-of-state competition. To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention period.

➤ **Wage and Retention Modifications**

The 70 trainees in Job Number 1 and 52 trainees in Job Number 2 work in a High Unemployment Area (HUA). This is a region with unemployment exceeding the state average by 25%. The Company's locations in Sacramento, San Joaquin, San Luis Obispo, and Santa Barbara counties are in an HUA.

These trainees qualify for the ETP Minimum Wage rather than the Statewide Average Hourly Wage. The Panel may modify the ETP Minimum Wage for these trainees by up to 25% if post-retention wages exceed the pre-retention wages.

Approximately 30 Administrative Staff, 7 Clinic Directors, 35 Operations Staff, and 49 Physical Therapists will need the wage modification.

**DEVELOPMENT SERVICES**

Movement for Life retained TGII in Suwanee, GA to assist with development of this proposal for a flat fee of \$3,880.

**ADMINISTRATIVE SERVICES**

The Company also retained TGII to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

**TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **COMMERCIAL SKILLS**

- Biomechanics
- Neuroscience
- Pharmacology
- Safety (10% cap on total-training hours per trainee)
- Physical Therapy
- Therapy Advances
- Kinesiology
- Core Practice Areas
- Foundation Review
- Acute Care
- Maintenance Processes
- Troubleshooting Equipment
- Blood Flow Restriction Units
- Customer Service Skills
- Patient Privacy/HIPPA
- Invoicing/Billing
- Medical Coding
- Medical Terminology
- Equipment Sanitation
- Medical Procedures
- Medical History
- Scheduling

#### **COMPUTER SKILLS**

- Keet Software
- Everflex
- Telehealth
- Systems, Applications, and Products
- Microsoft Office Suite - Intermediate
- iPads

#### **CONTINUOUS IMPROVEMENT**

- Medbridge
- Leadership
- Communication Skills
- Teamwork/Team Building
- Best Practices
- Operational Management
- Quality Concepts
- Problem Solving
- Skills Enhancement
- Focus Improvement



Retrainee-Job Creation  
**Training Proposal for:**  
**Multimedical Systems, LLC**  
**Contract Number: ET23-0342**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** Sacramento

**Analyst:** J. Fetsch

**PROJECT PROFILE**

Contract Attributes:	Retrainee Job Creation Initiative SB <100 HUA	Industry Sector(s):	Services (G)  Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Fresno	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 93	U.S.: 93	Worldwide: 93
<u>Turnover Rate:</u>	7%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$121,002

<b>Total ETP Funding</b>
\$112,930

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee SB <100	Business Skills, Commercial Skills, Computer Skills, Cont. Impvt. Skills	79	8-200	0	\$1,150	\$22.66
				Weighted Avg: 50			
2	Retrainee Job Creation Initiative SB <100	Business Skills, Commercial Skills, Computer Skills, Cont. Impvt. Skills	16	8-200	0	\$1,380	\$18.54
				Weighted Avg: 60			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** Job Number 1: \$22.66 per hour in Fresno County. Job Number 2 (Job Creation): \$18.54 per hour in Fresno County.  
**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.  
**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe  
 Up to \$2.50 per hour for Job Number 1 and \$2.48 for Job Number 2 may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Administrative Staff	\$20.16 - \$25.00	2
	\$25.01 - \$40.00	10
Engineer	\$20.16 - \$25.00	7
	\$25.01 - \$30.00	58
Manager/Supervisor	\$20.16 - \$25.00	2
Job Number 2 (Job Creation)		
Engineer	\$16.06 - \$20.00	4
	\$20.01 - \$25.00	12

**INTRODUCTION**

Founded in 1996 and headquartered in Fresno, Multimedical Systems, LLC (Multimedical) ([www.multimedicalsystems.com](http://www.multimedicalsystems.com)) is a biomedical maintenance and repair company. Multimedical provides biomedical preventative maintenance and repair on a contract and time and material basis. Its customers include healthcare facilities, clinics, healthcare asset management companies and hospitals. ETP-funded training will be delivered to trainees at its location in Fresno. This will be Multimedical’s first ETP Contract.

## Veterans Program

Although there is no Veterans Job Number component in this proposal, Multimedical values the veteran workforce and plans to train Veterans as a part of this project.

## PROJECT DETAILS

Multimedical must continue to train its employees on the ever-changing regulations in order to keep its competitive edge and to meet the needs of customers. The Company has adopted the ISO 13485 standards of quality management for medical manufacturers to stand out as a unique service provider in the industry. This will take a commitment to educate its staff about ISO principles and what is expected from all staff. This training is provided to all Managers and Engineers. Multimedical is also making changes to its Computerized Maintenance Management System, RENOVOLive, to enable Engineers to document the data vital for evaluations. Engineers will be trained on documenting and coding the work orders in a standardized format so that the data can be converted to meaningful information and used by clients as they manage their portal and device information. Lastly, manufacturers regularly upgrade their device models and Multimedical is required to send engineers to OEM (Original Equipment Manufacturer) training in order to manage these upgraded devices. The Engineer chosen to attend this training will then train additional Engineers in the organization in order to stay competitive and meet the regulatory needs of its clients.

### Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage.

The Company will hire 16 new employees (Job Number 2) in order to meet the increased demand and expand services to customers. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

### Training Plan

The following training will be delivered via Class/Lab and E-Learning:

**Business Skills:** Training will be offered to all occupations to improve customer service skills. Topics include Customer Relations, Interpersonal Communications, and Negotiation.

**Commercial Skills:** Training will be offered to Engineers. Training will focus on medical equipment repair and industry standards. Topics include Equipment Operation & Maintenance, Hospital Audit Standards and Corrective Action, and Preventative Maintenance Procedures.

**Computer Skills:** Training will be provided to all occupations. This training will focus on updates to the Company's Computerized Maintenance Management System. Topics include Microsoft Office Suite (Intermediate/Advanced), Quickbooks, and RENOVOLive.

**Continuous Improvement:** Training will be offered to all occupations. This training will allow workers to increase knowledge and efficiency in the workplace. Topics include ISO 13485, Productivity Improvement, and Time Management.

### Commitment to Training

The Company's annual statewide training expenditure is \$100,000 and includes onboarding, orientation, safety training, and harassment prevention training. ETP funds will not displace the

existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

Training will be administered by the Vice-President of Operations, who will be responsible for overseeing all training aspects of the project including scheduling training, collecting rosters and entering data into the ETP system. Mutlomedical has identified internal Subject Matter Experts to deliver the majority of training and will bring in external trainers if needed. The Company has retained the services of an experienced administrative subcontractor to assist with the ETP Project.

### **High Unemployment Area**

Trainees (Job Numbers 1 and 2) work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's location in Fresno County is an HUA.

➤ Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the pre-retention wages. However, the Company is not requesting a wage modification.

### **DEVELOPMENT SERVICES**

Training Funding Source in Seal Beach assisted with development of this proposal for a flat fee of \$1,900.

### **ADMINISTRATIVE SERVICES**

Training Funding Source will also perform administrative services for a fee not to exceed 13% of payment earned.

### **TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Business Skills**

- Customer Relations
- Interpersonal Communications
- Negotiation

#### **Commercial Skills**

- Data Mining Process for Root Cause Analysis and Life Cycle Analysis
- Equipment Operation & Maintenance
- Hospital Audit Standards and Corrective Action
- Preventive Maintenance Procedures
- Troubleshooting and Repairs on Medical Equipment

#### **Computer Skills**

- Microsoft Office Suite (Intermediate/Advanced)
- Quickbooks
- RENOVOLive (Computerized Maintenance Management System)

#### **Continuous Improvement Skills**

- Reporting and Performance Goals
- ISO 13485
- Productivity Improvement
- Organization Skills
- Prioritization
- Project Tracking
- Time Management
- Risk Assessment and Planning



**Training Proposal for:  
Murrieta Chamber of Commerce**

**Contract Number: ET23-0343**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** D. Tran

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee SB <100	Industry Sector(s):	Manufacturing (E) Transportation and Warehousing (48-49) Retail (44-45) Trade Wholesale (42)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Multi County	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$548,550		\$38,160 8%		\$586,710

In-Kind Contribution:	50% of Total ETP Funding Required	\$755,000
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Impr. Skills, Mfg. Skills	530	8-200	0	\$1,107	\$22.66
				Weighted Avg: 45			

**\*Post-Retention Wage is the Contractual Wage**

**Minimum Wage by County:** \$22.66 per hour for Los Angeles, Orange, San Diego, and all other counties. \$24.72 per hour in Alameda, Marin, San Mateo, Santa Clara and San Francisco. \$23.59 per hour in Contra Costa County.

**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.

**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe

Up to \$2.50 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Administrative	\$20.20 - \$25.00	40
	\$25.01 - \$45.00	85
Customer Service	\$20.16 - \$25.00	30
	\$25.01 - \$45.00	75
Production	\$21.00 - \$25.00	50
	\$25.01 - \$35.00	90
Supervisor/Manager	\$21.50 - \$25.00	5
	\$25.01 - \$65.00	30
Technician	\$20.16 - \$25.00	50
	\$25.01 - \$55.00	75

**INTRODUCTION**

Located in Murrieta and founded in 1915, the Murrieta Chamber of Commerce (Murrieta Chamber) (<https://www.murrietchamber.org/>) is a nonprofit membership organization that creates and fosters a sustainable business environment in the Murrieta area through networking, promotion, and advocacy to assist businesses to grow and achieve business goals through education, mentorship, and training to develop a high performing workforce. This will be Murrieta Chamber’s seventh contract and seventh within the last five years. Although some of the participating employers are the same from prior contracts, no trainees will receive duplicative training.

The Chamber has existing partnerships with the city of Murrieta, surrounding cities and counties, and other chambers to form the Southwest California legislative council. The Chamber also works with the Southwest Cluster of the Riverside County manufacturers and exporters association. This association helps identify the needs of manufacturers and links employers to tools and resources to help them become more successful.

## **Veterans Program**

The Murrieta Chamber has a Military Affairs committee and works closely with local organizations that focus on Veteran needs and job placement assistance, education, and training. Although this proposal does not include a separate Veterans component, many of the participating employers do active hire and employ veterans.

## **PROJECT DETAILS**

With the COVID 19 pandemic, employers across the world have had to make significant adjustments to how they operate their business, interact with customers, and adapt to new employee work environments and demands. The changes happened rapidly and are still constantly evolving. Participating employers in the geographic area that Murrieta Chamber services is seeing continued growth and expansion as they see population shifts from large cities to smaller, less populated cities and nearby areas covered by Murrieta Chamber. Many of the business that the Chamber partners with need extensive training to develop their workforce, grow their business, and remain competitive in a rapidly changing global economy.

Murrieta and the surrounding cities and counties are experiencing a growth in population, therefore driving the need and demand for more products and services to support a growing community. Employers need to improve and build upon basic skills training so that they can have a high performing workforce that can adapt to changes, customer demands, and fast economic expansion. Manufacturing companies have experienced significant and rapid shift towards automation. This new way of deploying manufacturing resources is driving a significant need for additional training as many of the manufacturers are going through an accelerated adoption of technology, and systems automation.

### **Core Employer Group**

The core group of participating employers are composed of eight large businesses and four small businesses. All employers are priority industry. The core group of participating employers represents over 100% of employer demand for this training proposal and have all made commitments to participate upon approval of this training proposal. Some of the participating employers are the same as previous contracts however no trainees will receive duplicative training.

### **Training Plan**

Training will be delivered via class/lab and E-learning in the following:

**Business Skills:** This training will be offered to all occupations and will focus on the development of core skills for a cohesive and high functioning workforce. Topics include leadership skills, problem solving, and team building.

**Computer Skills:** This training will be offered to all occupations and will focus on enhancing computer skills to the intermediate and advanced levels. Topics include Microsoft Office Suite, Ecommerce, and QuickBooks for accounting.

**Continuous Improvement:** This training will be offered to all occupations and will focus on Lean Training to improve overall company efficiency and productivity. Topics include Lean Six Sigma, Kaizen, and Process improvement.

**Manufacturing Skills:** This training will be offered to primarily Production and Technician Staff. This training will focus on production floor efficiency and proper use of machinery for production output optimization.

**Commitment to Training**

Participating employers provide basic on the job training and basic skill development to ensure that all employees can perform their respective job duties. This training proposal will allow for in-depth training that will build upon and enhance those core training skills. Many of the small businesses do not have the resources to provide advanced training therefore are relying and fully committed to the proposal to ensure employees receive as much training as possible.

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The President and CEO of Murrieta Chamber will oversee and market the program to partners, external business partners, and other participating employers. In addition, the Business Relations Coordinator will assist with outreach and maintain all class/lab attendance rosters. The Chamber has also retained a third party administration to assist with the administration of this project.

**Alternate Recordkeeping**

Staff has reviewed and approved the Company’s request to use an alternate recordkeeping method.

**Marketing and Support Costs**

Murrieta Chamber is requesting 8% support costs. The Chamber will market this training project through its website, including live presentations at monthly meetings, sending out flyers, and advertising on Social Media to the community, its members, and partners. The Chamber will also work with community partners such as the Riverside County Manufacturers and Exporters Association and other local Chambers of Commerce to promote the training program.

**Trainer Qualifications**

Trainers from Custom Corporate Communications (C3) have a minimum of five years of experience in their respective fields as well as all pertinent required degrees to provide instruction on various topics. Western Training Group hold certification for topics of instruction and both have gone through a thorough vetting process that included verified background checks and reference checks.

**ACTIVE PROJECTS**

The following table summarizes Contractor’s performance under an active ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained	Potential Earnings (Based on Tracked Hours) (\$ %)
ET22-0285	\$599,428	03/28/22 – 03/27/24	456	0	0	\$489,490 (82%)

As of the date of this proposal, ET22-0285 has tracked 19,964 total hours which equates to \$489,490 (82%) of potential earnings.

## **PRIOR PROJECTS**

The following table summarizes Contractor's performance by Murrieta Chamber under ETP Contracts that were completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned	
				\$	%
ET21-0231	Multi County	12/14/20 – 12/13/22	\$398,840	\$398,840	(100%)
ET21-0233	Multi County	12/14/20 – 12/13/22	\$200,000	\$200,000	(100%)
ET20-0170	Multi County	11/04/19 – 11/03/21	\$749,040	\$742,735	(99%)
ET19-0285	Multi County	10/29/18 – 10/28/20	\$948,169	\$948,169	(100%)

## **DEVELOPMENT SERVICES**

Murrieta Chamber of Commerce retained Training Funding Source in Seal Beach to assist with development of this proposal at no cost.

## **ADMINISTRATIVE SERVICES**

Murrieta Chamber of Commerce retained Training Funding Source in Seal Beach to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

## **TRAINING VENDORS**

C3 of Redondo Beach will provide Continuous Improvement, Business Skills, Computer Skills, and Manufacturing Skills training for a fee that is to be determined.

Western Training Group of Playa Del Rey will provide Continuous Improvement, Business Skills, Computer Skills, and Manufacturing Skills for a fee that is to be determined.

Any additional training vendors will be identified as they are retained.

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Business Skills**

- Business Writing Skills
- Communication Skills
- Sales Skills
- Social Media Marketing
- Project Management
- Leadership Skills
- Finance for Non-Finance People
- Goal Setting
- Managing Change
- Performance Management Skills
- Problem Solving
- Team Building
- Time and Priority Management

#### **Computer Skills**

- Ecommerce
- QuickBooks and Accounting Software
- Search Engine Optimization (SEO)
- Social Media
- Networking
- Microsoft Office Suite - Intermediate/Advanced
- Blue Print Reading

#### **Continuous Improvement Skills**

- ISO Auditor
- Quality Engineering
- Six Sigma
- Statistical Process Control
- Team Building
- Lean Enterprise
- Lean Manufacturing
- Lean Office
- Kaizen
- 7S
- Process Improvement
- Process Mapping
- Problem Solving
- Root Cause Analysis
- Set Up Time Reduction

**Manufacturing Skills**

- Advance Measurement Skills
- Inventory Management
- Electrical Fundamentals

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: Murrieta Chamber of Commerce  
Reference No: 22-1053

CCG No.: ET23-0343  
Page 1 of 3

ALPHABETIZE BY COMPANY NAME

Company: Airborne Systems NA, CA, Inc. Priority Industry?  Yes  No

Address: 3100 W. Segerstrom Ave.

City, State, Zip: Santa Ana, CA 92704

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 75 Small Business?  Yes  No

Total # of full-time company employees worldwide: 400

Total # of full-time company employees in California: 400

Company: Aqua Lung America, Inc. Priority Industry?  Yes  No

Address: 2105 Rutherford Road

City, State, Zip: Carlsbad, CA 92008-7329

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 40 Small Business?  Yes  No

Total # of full-time company employees worldwide: 90

Total # of full-time company employees in California: 90

Company: Aspire Bakeries Santa Ana Priority Industry?  Yes  No

Address: 2350 Pullman ST

City, State, Zip: Santa Ana, CA 92705

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 85 Small Business?  Yes  No

Total # of full-time company employees worldwide: 4000

Total # of full-time company employees in California: 156

Company: Circuit Assembly Corp. Priority Industry?  Yes  No

Address: 6 Aurlly Suite 150

City, State, Zip: Irvine, CA 92618

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 30 Small Business?  Yes  No

Total # of full-time company employees worldwide: 125

Total # of full-time company employees in California: 35

ALPHABETIZE BY COMPANY NAME

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: Murrieta Chamber of Commerce	CCG No.: ET23-0343
Reference No: 22-1053	Page 2 of 3

Company: Fieldpiece Instruments	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1636 West Collins Ave.	
City, State, Zip: Orange, CA 92867	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 25	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 59	
Total # of full-time company employees in California: 42	

Company: Firestone Walker Brewing Company	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1400 Ramada Drive	
City, State, Zip: Paso Robles, CA 93446	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 40	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 349	
Total # of full-time company employees in California: 313	

Company: MPS Anzon, LLC DBA Orchid Anzon/Orchid Arcadia	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1191 Clark Street	
City, State, Zip: Arcadia, CA 91006	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 45	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 1500	
Total # of full-time company employees in California: 195	

Company: Navien, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 20 Goodyear	
City, State, Zip: Irvine, CA 92618	
Collective Bargaining Agreement(s): no	
Estimated # of employees to be retrained under this Contract: 45	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 329	
Total # of full-time company employees in California: 313	

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: Murrieta Chamber of Commerce  
Reference No: 22-1053

CCG No.: ET23-0343  
Page 3 of 3

Company: Performance Machine, LLC

Priority Industry?  Yes  No

Address: 16121 Carmenita Road

City, State, Zip: Cerritos, CA 90703

Collective Bargaining Agreement(s): no

Estimated # of employees to be retrained under this Contract: 60

Small Business?  Yes  No

Total # of full-time company employees worldwide: 89

Total # of full-time company employees in California: 89

Company: Qvest

Priority Industry?  Yes  No

Address: 1601 N Sepulveda Blvd., #367

City, State, Zip: Manhattan Beach, CA

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 55

Small Business?  Yes  No

Total # of full-time company employees worldwide: 334

Total # of full-time company employees in California: 182

Company: Sabater Global - BDS Natural Products

Priority Industry?  Yes  No

Address: 14824 S Main Street

City, State, Zip: Gardena, CA 90248

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 40

Small Business?  Yes  No

Total # of full-time company employees worldwide: 230

Total # of full-time company employees in California: 60

Company: Vance and Hines, Performance, LLC

Priority Industry?  Yes  No

Address: 13861 Rosecrans Ave.

City, State, Zip: Santa Fe Springs, CA 90670

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 75

Small Business?  Yes  No

Total # of full-time company employees worldwide: 220

Total # of full-time company employees in California: 220



Retrainee-Job Creation  
**Training Proposal for:**  
**Reser's Fine Foods, Inc.**  
**Contract Number: ET23-0359**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** San Diego

**Analyst:** P. Duarte

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Manufacturing (E) Manufacturing (33)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Diego	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 325	U.S.: 4,500	Worldwide: 4,500
<u>Turnover Rate:</u>	9%		
<u>Managers/Supervisors:</u> (% of total trainees)	2%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$128,000

<b>Total ETP Funding</b>
\$127,650

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Commercial Skills Manufacturing Skills Management Skills OSHA 10	175	8-200	0	\$598	\$22.66
				Weighted Avg: 26			
2	Retrainee Priority Rate Job Creation Initiative	Commercial Skills Mfg. Skills Management Skills OSHA 10	50	8-200	0	\$460	\$18.54
				Weighted Avg: 20			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** Job Number 1: \$22.66hr & Job Number 2: \$18.54/hr. in San Diego.  
**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.  
**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe  
 \$2.50 per hour may be used to meet the Post-Retention Wage for Job Number 1 & \$1.04 for Job Number 2.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Machine Operator	\$20.16 - \$25.00	40
	\$25.01 - \$27.00	24
QA Technician	\$20.16 - \$24.00	12
Production Leads	\$23.00 - \$25.00	14
	\$25.01 - \$28.50	2
Sanitation Tech	\$20.16 - \$24.00	15
Distribution/Warehouse Associates	\$20.16 - \$25.00	15
	\$25.01 - \$27.00	11
Inventory Control	\$20.16 - \$24.00	3
Maintenance Technician	\$23.00 - \$25.00	2
	\$25.01 - \$40.00	8
QA Technician, Sr.	\$23.00 - \$25.00	2
	\$25.01 - \$28.50	1
Administrative Staff	\$21.33 - \$25.00	13
	\$25.01 - \$31.80	3
Manager/Supervisor	\$36.00 - \$60.28	10

<b>Job Number 2</b>		
Machine Operator	\$18.00 - \$20.00	20
QA Technician	\$19.00 – \$20.00	8
QA Technician, Sr.	\$23.00 – \$25.00	2
Sanitation Tech	\$17.50 – \$20.00	8
Distribution/Warehouse Associates	\$19.00 – \$20.00	10
Inventory Control	\$19.00 – \$20.00	2

## **INTRODUCTION**

Founded in 1950 and headquartered in Beaverton, OR, Reser's Fine Foods, Inc. ([www.resers.com](http://www.resers.com)) is a family-owned business that produces, manufactures, and distributes refrigerated food goods to the supermarket and food service industries. The Company manufactures a variety of products but some of its top selling products include salad kits, dressings & dips, and Mexican cuisine. The Company serves, retail grocery chains, restaurants and the general public which includes: Costco, Albertsons, Sam's, Trader Joes, and Walmart. Reser's Fine Foods, Inc. primary goal is to produce solutions for the company, the growth of its workforce, and California's manufacturing sector. Training will take place at the Company's two locations in California, Carlsbad and Vista. This will be Reser's Fine Foods, Inc.'s first contract with ETP.

### **Veterans Program**

Although there is no Veterans component in this proposal, the training population of Reser's Fine Foods, Inc. may potentially include Veterans. The Company welcomes veteran applicants for open positions.

## **PROJECT DETAILS**

Reser's Fine Foods, Inc.'s primary goal is to produce solutions for the company, the growth of its workforce, and California's manufacturing sector. Training provided will help the company improve efficiency in production to support both corporate expansion, professional development opportunities, and staff retention. Reser's Fine Foods, Inc. strives to continuously achieve excellence by its strong and unwavering commitment to food safety centered on enhancing products, services, and business operations through investment, human capital development, and training.

The initial impact of the COVID-19 pandemic put a strain on the company's production processes, followed by the low unemployment rates reached in San Diego County along with the high cost of living which made it difficult for the company to recruit the much needed workforce to recover from the pandemic quickly. Reser's Fine Foods, Inc. has made a commitment to investing in employee growth opportunities and retention programs by fostering a culture of belonging where employees want to build a lasting career with the company.

The recent unanticipated staffing challenges the company faced forced a restructuring of its recruiting and retention strategies. The Company's objective is to train unskilled laborers to become competent, competitive and efficient in the company's manufacturing processes which would lead to higher wages. The Company's structured training plans are focused on increasing employees Manufacturing Skill sets in order to improve manufacturing processes, operational procedures, and decrease waste of product. Furthermore, training will support new technological processes and equipment implementation that will lead to best practices and increased operational efficiencies.

## Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage.

The Company will hire 50 new employees (Job Number 2). Reser's Fine Food, Inc.'s unprecedented staffing challenges presented by the COVID-19 pandemic, expansion in facilities new equipment for automation and demand for its products have all led to decisions to hire and train existing frontline staff.

## Temporary to Permanent Hiring

The Company will train 50 workers under Panel guidelines for the Temporary-to-Permanent program (Job Number 2). The Company has retained these employees on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. The average time for "converting" temporary workers into full-time permanent employment is 3 months. It is expected that these workers will receive employer-paid share-of-cost for healthcare premiums while on temporary status within sixty days from their hire date, and upon hire into full-time permanent employment.

Under Panel guidelines for the Temporary to Permanent program, these trainees must be eligible to participate in ETP-funded training pursuant to Unemployment Insurance Code Section 10201(c). Trainees cannot be enrolled until after they have been hired by the Company into full-time, permanent employment. Until they are hired, retention and post-retention wage requirements cannot be met, and the Company will not receive progress payments.

## Training Plan

Training will be delivered via C-lass/Lab and E-Learning in the following:

**Commercial Skills:** Training will be offered to all occupations with topics including Lean Six Sigma Black Belt, Process Waste Prevention and Waste Reduction and Water conservation.

**Management Skills:** Training on management skills will be provided to employees relevant to their job classification and needs requirements. This will include Decision-Making, Organizational Awareness, Problem Solving, and Business Acumen.

**Manufacturing Skills:** Training will be offered to Machine Operators, Quality Assurance, and Maintenance Technicians. Training will include Air Hose Safety, Introduction to Pasteurization, Foreign Material Exclusion and Dangerous Microorganisms (Food Manufacturing).

## Certified Safety Training

1. OSHA 10/30. This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

## **Commitment to Training**

In 2023, Reser's Fine Foods, Inc. annual budget is \$50,000 in training and includes orientation, safety training, basic job skills and mandatory job-specific training. Safety training is provided in accordance with all pertinent requirements under state and federal law. The Company is committed to training its employees upon completion of the ETP program to ensure job competency within the company.

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

### ➤ Training Infrastructure

Reser's Fine Foods, Inc. has assigned the Director of Administration and Human Resources along with HR Supervisor and HR Training Specialist to oversee all training aspects of the project including roster collection and tracking hours. In-house subject-matter experts and vendors may be utilized to deliver training.

## **Impact/Outcome**

Upon completion of training, trainees will directly benefit by acquiring new skills, enhancing existing ones, and also having a well more defined career path for growth within the Company.

## **Alternate Recordkeeping**

Staff has reviewed and approved the Company's request to use an alternate recordkeeping method.

## **DEVELOPMENT SERVICES**

N/A

## **ADMINISTRATIVE SERVICES**

N/A

## **TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Commercial Skills**

- Everyday Sustainability
- Hazardous Waste Awareness
- Process Waste Prevention
- Spill Prevention
- Waste Reduction
- Water Conservation
- How Diseases Spread
- Lean Six Sigma Black Belt

#### **Management Skills (Managers/Supervisors/Leads Only)**

- Emergency Preparedness: Infectious Disease Plan Development
- Infectious Disease Management Program for Leaders
- Infectious Disease Prevention: Best Practices for Leaders
- Infectious Disease Response: Best Practices for Leaders
- Solving Problems at Work

#### **Lead Training Leadership Capabilities/Competencies**

- Decision-Making
- Results-Oriented
- Organizational Awareness
- Innovation
- Change Management
- Problem-Solving
- Integrity
- Accountability
- Communication
- People Focused
- Business Acumen
- Customer Centered

#### **Manufacturing Skills**

- Air Hose Safety
- Basic Facility Defense
- Cleaning and Sanitizing: Wet Environments
- Contamination, Adulteration, and Tampering: Introduction
- Dangerous Microorganisms (Food Manufacturing)
- E. coli: Controlling it in Food Manufacturing
- Effective Record Keeping Practices
- Environmental Monitoring Basics
- Food Allergens: Introduction
- Food Allergens: Proper Handling
- Food Fraud: Introduction

- Food Safety Standards: Introduction
- Food Safety Standards: Introduction and SQF
- Foodborne Illness: Introduction
- Foodborne Illness: Prevention
- Foreign Material Exclusion: Employee Role
- Foreign Material Exclusion: Overview
- FSMA: Introduction
- HACCP: Overview
- Hand Washing: Effective Techniques
- Listeria: Understanding its Dangers to Food (Produce)
- Listeria: Understanding the Danger to Food
- Maintenance Personnel GMPs
- Pasteurization: Introduction
- Personal Hygiene: Basics
- Pest Control: Effective Practices
- Preventing Food Contamination - Food
- Preventing Food Contamination - Meat and Poultry
- Preventive Controls: Overview
- Salmonella: Controlling it in Food Manufacturing
- Sanitation Theory: Overview
- Visitor Procedures
- Waste Management Procedures and Proper Disposal
- Water Hose Safety
- Basic Food Defense – Distribution
- High Lift Truck Review
- Lift Truck Operator Overview
- Material Handling - Distribution
- Pallet Truck Review
- Personal Hygiene (Distribution)
- Receiving Food Safety SOPs - Overview

**Safety Skills - OSHA 10 (Certified-OSHA Instructor)**

- OSHA 10



**Training Proposal for:**  
**The Wonderful Company LLC**  
**Contract Number: ET23-0338**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** L. Vuong

**PROJECT PROFILE**

Contract Attributes:	Retrainee	Industry Sector(s):	Services (G) Management of Companies Enterprises (5  Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Los Angeles	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 4,318	U.S.:5,553	Worldwide: 8,561
<u>Turnover Rate:</u>	2%		
<u>Managers/Supervisors:</u> (% of total trainees)	14%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$185,000

<b>Total ETP Funding</b>
\$172,040

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee	Business Skills, Computer Skills, Continuous Impr	253	8-200	0-50	\$680	\$22.66
				Weighted Avg: 34			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** \$22.66 per hour for Los Angeles County  
**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.  
**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe  
 Up to \$2.50 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Administrative Staff/Coordinator	\$20.16 - \$25.00	10
	\$25.01 - \$30.97	15
Director/Manager/Supervisor	\$25.20 - \$71.64	35
Finance Staff	\$26.59 - \$52.63	45
Information Technology Staff	\$35.73 - \$65.57	30
Project Lead	\$35.34 - \$56.25	35
Sales/Marketing Staff	\$28.87 - \$66.21	40
Support Staff	\$20.18 - \$25.00	15
	\$25.01 - \$29.23	28

**INTRODUCTION**

The Wonderful Company LLC (TWC) ([www.wonderful.com](http://www.wonderful.com)) is a privately held company with various business divisions primarily involved in producing, marketing, and distributing a variety of food and beverage products including pistachios, almonds, pomegranate juice and related products, mandarins, water products, wines, citrus, and floral products. TWC was founded in 1979 and has since acquired and/or founded several additional companies including the following: Aspect Imaging LLC, Container Repairs & Sales (Tauranga), Dateline Transam Ltd, FIJI Water Company LLC, Flowerbuyer.com, Justin Vineyards & Winery, LLC, Natural Waters of Viti Limited, Neptune (New Zealand, Australia and Singapore), NPT Agency, Pacific Bulk Fuel New Zealand, Pacific Forum, POM Wonderful LLC, Roll Foods Trading Services, Roll Law Group PC, Suterra Europe Biocontrol SL, Suterra LLC, Teleflora LLC, Transam, William & Gosling, Wonderful Almond Cooperative, Wonderful Asia, Wonderful Bees LLC, Wonderful Center for Health, Wonderful Citrus Cooperative, Wonderful Citrus LLC, Wonderful Growers Cooperative, Wonderful Halos Cooperative, Wonderful Orchards LLC, Wonderful Pistachios & Almonds, LLC, Wonderful Sales LLC, Wonderful Sourcing Singapore Pte Ltd, and WP & A International.

Customers include Costco, WalMart, Trader Joe's, wholesale distributors worldwide and super markets.

TWC's corporate headquarters is located in Los Angeles and employs 630 full-time employees conducting a range of functions throughout its various business divisions. These functions include finance, payroll, logistic IT services, sourcing/procurement, business strategy, trade marketing, nutrition communications, public relations, general counsel, branding and direct marketing.

There is an active ETP Contract under the Wonderful Company umbrella, Wonderful Pistachios & Almonds LLC, ET22-0148 which has a different California employer account number therefore, considered a separate entity for ETP funding purposes. It was approved in FY 21/22 at the November 2021 panel meeting for \$499,744. This Contract/training will be managed and operated separately and distinctly; and TWC training detailed in this proposal is not related to ET22-0148.

### **Veterans Program**

Although the Company does not have a separate Veterans Job Number, TWC encourages and actively recruits Veterans applicants to join the Company.

### **PROJECT DETAILS**

This will be TWC's second ETP Contract in the past five years. The previous project included TWC's wholly-owned subsidiaries Teleflora, FIJI Water, and Justin Vineyards & Winery and focused on waste reduction to improve and enhance productivity and quality, reduce waste and improve operational processes, manufacturing practices and customer services. TWC requests ETP funding to train 253 full-time employees based at the corporate headquarters in Los Angeles. Training under this proposal will concentrate on supply chain, new and current business environment and processes, reducing cost in order to compete, continuing to upgrade worker skills to increase efficiencies, streamlining processes in purchasing, inventory, project and business management, transportation costs and keeping up with technological advances, industry requirements and customers' demands to sustain operations in California. This involves extensive training to put new processes and practices into place quickly and efficiently while maintaining superior quality standards.

TWC is committed to continuously striving to meet its customers' expectations and demands, keep up with technological advances, and improving overall efficiencies to meet industry requirements and adapt to the ever-evolving business environment. Maintaining a skilled workforce attracts new businesses and supports business growth. TWC must adapt more quickly to changes in demand, supply chain dynamics, and the ability to swiftly respond to current and emerging needs.

To support its current and future business needs, TWC has implemented a comprehensive company-wide training program to modernize business practices and procedures. The assistance of ETP funding will enable TWC to successfully upgrade worker skills, increase efficiencies, meet industry standards, exceed customer expectations and effectively manage overall business growth. Workers will gain skills to optimize job performance, promote company growth, meet customers' demands, reduce inflation pressure, supply chain shortages, and improve efficiencies. Training is essential to the Company's business operations and success. Training from prior ETP Contract will not be repeated except for trainees that did not participate in prior ETP training.

### **Training Plan**

Training will be delivered via Class/Lab, E-Learning, and Computer-Based Training (CBT) by in-house experts and vendors as needed in the following:

**Business Skills:** This training will be offered to all occupations and focus on business development, communication, customer service and pricing. Training will improve and increase employee skills to work more effectively and help lead the Company through a new business environment.

**Computer Skills:** This training will be offered to all occupations to help workers become more proficient in the Company's various software applications necessary to provide efficient and effective customer services and tools to effectively perform the job functions. All employees will be provided training in multiple applications and software such as Microsoft Office (Intermediate and Advanced), 365 Software, Customer Applications, e-commerce and Inventory Management.

**Continuous Improvement:** This training will be offered to all occupations to promote and improve operating processes, team building, leadership skills, and supply chain and maximize efficiency to better serve customers.

### **Computer-Based Training (CBT)**

CBT will be provided to supplement class/lab which is a more convenient means of delivering basic training. Trainees will receive between 0-50 hours of CBT.

### **Director**

TWC is requesting that trainees with the job title of "Director" be allowed to participate in this project. The Company reports that Directors of Marketing, Operations, and Continuous Improvement actually function as managers/supervisors and do not set company policy.

### **Electronic Recordkeeping/LMS**

Staff has reviewed and approved the use of a Learning Management System for recordkeeping.

### **Commitment to Training**

TWC has a current annual training budget of approximately \$325,000 for its Los Angeles facility. The Company's training includes new hire orientation, sexual harassment prevention, first aid, and basic computer and Microsoft Office skills.

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. After the completion of ETP-funded training, the Company will continue to deliver training to keep pace with business climate and goals, technology upgrades, and continuous improvement efforts.

#### ➤ Training Infrastructure

Training is scheduled to begin upon Panel approval. TWC has designated a Vice President to oversee ETP training and all administrative responsibilities including scheduling, delivery and documentation of training, Learning Management System (LMS) tracking, monitoring completion of training and retention and participation in ETP monitoring activities. In addition, the Company has three directors, five trainers and one Learning Coordinator who will assist with training documentation. TWC has also retained a third party vendor with ETP experience to ensure that all training records adhere to ETP requirements.

**PRIOR PROJECTS**

The following table summarizes Contractor's performance under an ETP Contract that was completed within the last five years.

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0492	Los Angeles, San Luis Obispo	05/16/17 - 05/15/19	\$99,960	\$99,960 (100%)

**DEVELOPMENT SERVICES**

TWC retained National Training Company, Inc. in Irvine to assist with development of this proposal for a flat fee of \$5,000.

**ADMINISTRATIVE SERVICES**

National Training Company, Inc. will also perform administrative services in connection with this proposal for a fee not to exceed 12% of payment earned.

**TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Business Skills**

- Business Development
- Communication Skills
- Customer Service Skills
- Financial Management Systems
- Handling Conflict
- Presentation Skills
- Pricing
- Product Development
- Product Knowledge
- Sales Skills
- Time Management

#### **Computer Skills**

- 365 Software
- Customer Applications
- Database Administration
- eCommerce
- eLearning
- Inventory Management
- Microsoft Office (Intermediate and Advanced)
- Project Management Software
- Software Development

#### **Continuous Improvement Skills**

- Business Metrics
- Leadership Skills
- Production Operations
- Quality Improvement
- Standard Operating Procedures
- Supply Chain
- Team Building
- Working As A Team

### **Computer-Based Training**

Trainees may receive any of the following:

#### **Business Skills**

- 10 Mistakes Leaders Should Avoid (0.64 hrs)
- 20 Rules for Visual Communication (1.8 hrs)
- A Design Thinking Approach to Putting the Customer First (0.45 hrs)

- Accelerating Digital Transformation as Offices Reopen (0.35 hrs)
- Accessing Your Brain's Hidden Potential (0.42 hrs)
- Account Management: Maintaining Relationships (0.6 hrs)
- Accounting Ethics (0.84 hrs)
- Accounting Foundations (2.02 hrs)
- Accounting Foundations: Bookkeeping (1.65 hrs)
- Accounting Foundations: Budgeting (0.5 hrs)
- Accounting Foundations: Understanding the GAAP (Generally Accepted Accounting Principles) (1.14 hrs)
- Adapting Leadership to Behavioral Styles (1.08 hrs)
- Administrative Professional Foundations (0.73 hrs)
- Administrative Professional Tips (3.03 hrs)
- Adobe Captivate Essential Training (0.86 hrs)
- Advanced Branding (1.11 hrs)
- Advanced Business Development: Communication and Negotiation (0.76 hrs)
- Advanced Persuasive Selling: Persuading Different Personality Types (0.72 hrs)
- Advertising on Instagram (1.09 hrs)
- Advice for Leaders during a Crisis (1.08 hrs)
- Advocating for Change in Your Organization (0.42 hrs)
- Agile at Work: Building Your Agile Team (0.92 hrs)
- Agile at Work: Getting Better with Agile Retrospectives (1.06 hrs)
- Agile at Work: Planning with Agile User Stories (0.85 hrs)
- Agile Foundations (1.59 hrs)
- Aligning Sales and Marketing (0.6 hrs)
- Analyzing Sales Competitors (0.55 hrs)
- Applied Curiosity (0.85 hrs)
- Articulate Storyline Essential Training (1.95 hrs)
- Artificial Intelligence for Business Leaders (1.55 hrs)
- Artist at Work: Creating Depth of Field (1.1 hrs)
- Asking Great Sales Questions (0.84 hrs)
- Assessing and Improving Strategic Plans (0.9 hrs)
- Attracting, Hiring, and Working with Gen Z (0.77 hrs)
- Autodesk Inventor Professional: Stress Analysis Tools (0.43 hrs)
- Avoiding New Manager Mistakes (0.43 hrs)
- Azure for DevOps: Dependency Management (0.78 hrs)
- Bad Boss: Dealing with a Difficult Manager (1.32 hrs)
- Balanced Scorecard and Key Performance Indicators (1.27 hrs)
- Balancing Multiple Roles as a Leader (0.62 hrs)
- Balancing Work and Life as a Work-from-Home Parent (0.48 hrs)
- Banish Your Inner Critic to Unleash Creativity (1.04 hrs)
- Be the Manager People Won't Leave (0.48 hrs)
- Become a Portrait Pro: Family and Kids (0.91 hrs)
- Becoming a Manager Your Team Loves (1.27 hrs)
- Becoming a Thought Leader (1.28 hrs)
- Becoming an Ally to All (0.51 hrs)
- Becoming an Impactful and Influential Leader (0.35 hrs)
- Becoming an Inspiring Mentor (0.79 hrs)

- Becoming Head of Sales: Developing Your Playbook (0.36 hrs)
- Being a Good Mentee (0.92 hrs)
- Being a Good Mentor (1.01 hrs)
- Being Positive at Work (0.57 hrs)
- Being the Best You: Self-Improvement Modeling (0.63 hrs)
- Blender 3 Essential Training (2.19 hrs)
- Body Language for Leaders (0.66 hrs)
- Brainstorming Tools (1.17 hrs)
- Breaking Out of a Rut (0.52 hrs)
- Build Your Financial Literacy (1.15 hrs)
- Building a Product from Scratch (0.8 hrs)
- Building a Trustworthy Reputation (0.81 hrs)
- Building Accountability into Your Culture (0.49 hrs)
- Building and Managing a High-Performing Sales Team (0.95 hrs)
- Building Business Relationships (0.96 hrs)
- Building Customer Loyalty (0.48 hrs)
- Building High-Performance Teams (1.84 hrs)
- Building Resilience (0.57 hrs)
- Building Resilience as a Leader (0.7 hrs)
- Building Self-Confidence (0.3 hrs)
- Building Trust (0.97 hrs)
- Business Acumen for Project Managers (1.16 hrs)
- Business Analysis Foundations (1.42 hrs)
- Business Analysis Foundations: Business Process Modeling (1.31 hrs)
- Business Analysis Foundations: Strategy Analysis (1.31 hrs)
- Business Analyst and Project Manager Collaboration (0.93 hrs)
- Business Development Foundations (0.92 hrs)
- Business Ethics (0.9 hrs)
- Business Ethics for Sales Professionals (1 hrs)
- Business Math (2.24 hrs)
- Business Process Improvement (0.97 hrs)
- Business Tax Foundations (1.8 hrs)
- Business Writing Principles (1.53 hrs)
- Business-to-Business Sales (1.1 hrs)
- California Consumer Privacy Act (CCPA) Essential Training (0.82 hrs)
- Canva: Web and Digital Design Projects (0.89 hrs)
- Career Advice from Some of the Biggest Names in Business (3.28 hrs)
- Career Strategies for Women Re-Entering the Workforce after 2020 (0.46 hrs)
- Cert Prep: PMI Agile Certified Practitioner (PMI-ACP)® (1.89 hrs)
- Certification Prep: Professional in Human Resources (PHR)® (2.74 hrs)
- Coaching for Results (1 hrs)
- Coaching Skills for Leaders and Managers (0.57 hrs)
- Coaching Virtually (0.5 hrs)
- Cold Calling: Overcoming Sales Objections (0.85 hrs)
- Collaboration Principles and Process (0.63 hrs)
- Collaborative Leadership (0.62 hrs)
- Communicating Across Cultures (0.55 hrs)
- Communicating Change in an Enterprise-Wide Transformation (0.67 hrs)

- Communicating Employee Rewards (0.45 hrs)
- Communicating in the Language of Leadership (0.26 hrs)
- Communicating in Times of Change (0.86 hrs)
- Communicating Internally during Times of Uncertainty (0.52 hrs)
- Communicating Nonverbally (0.46 hrs)
- Communicating with Confidence (1.28 hrs)
- Communicating with Diplomacy and Tact (1.1 hrs)
- Communication Foundations (1.28 hrs)
- Communication Tips (3.7 hrs)
- Communication within Teams (0.73 hrs)
- Comparing Agile versus Waterfall Project Management (1.92 hrs)
- Compassionate Leadership (0.89 hrs)
- Complex Negotiation Tips (1.08 hrs)
- Computer and Text Neck Stretching Exercises (0.35 hrs)
- Computer Science Principles: Digital Information (0.31 hrs)
- Confidence: How to Overcome Self-Doubt, Insecurity, and Fears (1.1 hrs)
- Configuration Manager: Maintain Inventory and Operating Systems (1.47 hrs)
- Confronting Bias: Thriving Across Our Differences (0.67 hrs)
- Connecting with Executives (0.73 hrs)
- Consulting Foundations: Building Your Sales System (1.1 hrs)
- Corporate Finance Foundations (1.48 hrs)
- Corporate Financial Statement Analysis (1.51 hrs)
- Course Project Management Foundations: Ethics (1.18 hrs)
- Craft Your Sales Pitch with Competitive Differentiation (1.29 hrs)
- Crafting Questions to Make Better Decisions (0.57 hrs)
- Creating a Career Plan (0.68 hrs)
- Creating a Culture of Change (0.94 hrs)
- Creating a Culture of Service (0.83 hrs)
- Creating a Positive Customer Experience (0.95 hrs)
- Creating and Giving Business Presentations (1.27 hrs)
- Creating Great First Impressions (0.45 hrs)
- Creating Positive Conversations with Challenging Customers (0.55 hrs)
- Creating Reports in Word 2016 (1.27 hrs)
- Creating Your Personal Brand (0.56 hrs)
- Creative Collaboration (1.43 hrs)
- Creative Exercises to Spark Original Thinking (0.97 hrs)
- Critical Thinking (0.99 hrs)
- Critical Thinking and Problem Solving (0.75 hrs)
- Critical Thinking for Better Judgment and Decision-Making (0.95 hrs)
- Critical Thinking for More Effective Communication (0.77 hrs)
- Cross-Selling (1.02 hrs)
- Cultivate Healthy Ambition (0.61 hrs)
- Cultivating a Growth Mindset (0.98 hrs)
- Cultivating Cultural Competence and Inclusion (0.78 hrs)
- Cultivating Mental Agility (0.61 hrs)
- Customer Experience: Journey Mapping (0.84 hrs)
- Customer Service - Motivating Your Team (0.91 hrs)
- Customer Service Foundations (1.38 hrs)

- Customer Service in the Field (0.53 hrs)
- Customer Service: Call Control Strategies (0.39 hrs)
- Customer Service: Creating Customer Value (0.55 hrs)
- Customer Service: Handling Abusive Customers (0.6 hrs)
- Customer Service: Knowledge Management (0.91 hrs)
- Customer Service: Managing Customer Expectations (0.35 hrs)
- Customer Service: Problem Solving and Troubleshooting (0.54 hrs)
- Customer Service: Serving Customers Through Chat and Text (0.64 hrs)
- Customer Service: Serving Internal Customers (0.72 hrs)
- Customer Success Management Fundamentals (0.97 hrs)
- Dan Ariely on Making Decisions (0.96 hrs)
- Data Analytics for Business Professionals (1.27 hrs)
- Data Fluency (4.32 hrs)
- Data Fluency: Exploring and Describing Data (0.27 hrs)
- Data Fluency: Exploring and Describing Data (2019) (4.32 hrs)
- Data Science & Analytics Career Paths & Certifications: First Steps (1.21 hrs)
- Data Science Foundations: Knowledge Graphs (0.52 hrs)
- Data Strategy (0.76 hrs)
- Data-Driven Decision-Making for Business Professionals (0.99 hrs)
- Dealing with Microaggression as an Employee (0.91 hrs)
- Dealing with Microaggressions as an Employee (0.9 hrs)
- Decision-Making Strategies (0.8 hrs)
- Defining and Achieving Professional Goals (0.46 hrs)
- Delegating from a Distance (0.4 hrs)
- Delegating Tasks (0.58 hrs)
- Delivering an Authentic Elevator Pitch (0.64 hrs)
- Delivering Bad News to a Customer (0.8 hrs)
- Demonstrating Accountability as a Leader (0.26 hrs)
- Design Thinking, Social Innovation, and Complex Systems (1.03 hrs)
- Design Thinking: Customer Experience (0.57 hrs)
- Design Thinking: Implementing the Process (0.77 hrs)
- Design Thinking: Understanding the Process (0.7 hrs)
- Designing a Presentation (0.94 hrs)
- Designing a presentation (0.93 hrs)
- Designing a Resume for Creatives (1.57 hrs)
- Designing a Training Program: Setting Goals, Objectives, and Mediums (0.5 hrs)
- Develop a strategic focus for your talent (0.9 hrs)
- Developing a Competitive Strategy (1.08 hrs)
- Developing a Learning Mindset (0.51 hrs)
- Developing a Mentoring Program (1.09 hrs)
- Developing a Service Mindset (0.69 hrs)
- Developing Adaptability as a Manager (0.55 hrs)
- Developing Business Acumen (1.12 hrs)
- Developing Executive Presence (1.2 hrs)
- Developing Leadership Presence (0.67 hrs)
- Developing Resourcefulness (0.3 hrs)
- Developing Self-Awareness (0.95 hrs)

- Developing Your Emotional Intelligence (1 hrs)
- Developing Your Leadership Philosophy (1.4 hrs)
- Developing Your Professional Image in a New Role (0.93 hrs)
- DevOps Foundations: Containers (0.96 hrs)
- Digital Body Language (0.43 hrs)
- Digital Marketing Foundations (2.16 hrs)
- Digital Transformation (0.79 hrs)
- Digital Transformation Foundations (0.94 hrs)
- Discovering Your Strengths (0.95 hrs)
- Disrupting Yourself (0.41 hrs)
- Ecommerce Fundamentals (2020) (1.38 hrs)
- Economics for Business Leaders (0.83 hrs)
- Effective Listening (1.08 hrs)
- Efficient Time Management (1.97 hrs)
- Emerging Leader Foundations (0.85 hrs)
- Empathy for Customer Service Professionals (0.34 hrs)
- Empathy for Sales Professionals (0.8 hrs)
- Empathy in Business: Design for Success (0.76 hrs)
- Enhance Productivity in a Hybrid Work Environment (0.3 hrs)
- Enhance Your Productivity with Effective Note-Taking (0.32 hrs)
- Enhancing Your Productivity (0.76 hrs)
- Enterprise Architecture Foundations (0.95 hrs)
- Equity First: The Path to Inclusion and Belonging (1.41 hrs)
- Essential Lessons for First-Time Managers (1.09 hrs)
- Essentials of Team Collaboration (0.54 hrs)
- Establishing Credibility as a Speaker (0.53 hrs)
- Ethical Hacking: Introduction to Ethical Hacking (1.53 hrs)
- Event Planning Foundations (0.84 hrs)
- Executive Leadership (1.32 hrs)
- Executive Presence on Video Conference Calls (0.58 hrs)
- Facilitating Remote Design Thinking (1.37 hrs)
- Fair and Effective Interviewing for Diversity and Inclusion (0.63 hrs)
- Field Sales (0.76 hrs)
- Field Sales Management (0.71 hrs)
- Finance and Accounting Tips (1.27 hrs)
- Finance for Non-Financial Managers (0.42 hrs)
- Finance Foundations (2.67 hrs)
- Finance Foundations: Business Valuation (1.65 hrs)
- Financial Analysis: Analyzing the Bottom Line with Excel (1.53 hrs)
- Financial Analysis: Analyzing the Top Line with Excel (1.65 hrs)
- Financial Analysis: Making Business Projections (1.29 hrs)
- Financial Forecasting with Big Data (1.36 hrs)
- Financial Functions in Depth (2.6 hrs)
- Financial Literacy for Employees (1.83 hrs)
- Financial Record Keeping (2.02 hrs)
- Finding Your Idea Hook (0.47 hrs)
- Finding Your Purpose at Work (0.93 hrs)
- Following Up after a Sales Meeting (0.79 hrs)

- Former Fortune 100 CEO Ron Williams (Thirty Minute Mentors) (0.53 hrs)
- Foundations of Performance Management (0.77 hrs)
- Fundamentals of Sustainable Supply Chains (0.98 hrs)
- Get Unstuck: Make a Plan to Move Your Career Forward (0.45 hrs)
- Getting Organized for Peak Performance (0.68 hrs)
- Getting Started in User Experience (0.68 hrs)
- Getting Started with Power BI (0.5 hrs)
- Giving and Receiving Feedback (0.8 hrs)
- Goal Setting: Objectives and Key Results (OKRs) (0.57 hrs)
- Good Design Drives Business (0.63 hrs)
- Grammar Girl's Quick and Dirty Tips for Better Writing (0.7 hrs)
- Graphic Design: Informational Sign Redesign (0.6 hrs)
- Greg McKeown on the Art of Getting Effortless Results (Without Burning Out) (0.38 hrs)
- Growth Hacking Foundations (1.61 hrs)
- Guy Kawasaki on Turning Life Wisdom into Business Success (1.12 hrs)
- Having Difficult Conversations (1.12 hrs)
- Having Difficult Conversations: A Guide for Managers (0.99 hrs)
- High-Stakes Communication (1.08 hrs)
- Hiring and Supporting Neurodiversity in the Workplace (1.05 hrs)
- Holding Yourself Accountable (0.6 hrs)
- How to Be an Adaptable Employee during Change and Uncertainty (0.59 hrs)
- How to Be an Effective Project Sponsor (1.03 hrs)
- How to Beat Burnout, Exhaustion, and Stress (0.5 hrs)
- How to Build Rapport Quickly (0.28 hrs)
- How to Create and Run a Brilliant Remote Workshop (0.8 hrs)
- How to Develop your Career Plan (0.4 hrs)
- How to Give Negative Feedback to Senior Colleagues (0.34 hrs)
- How to Innovate & Stay Relevant in Times of Change & Uncertainty (0.5 hrs)
- How to Lead and Inspire Change (0.89 hrs)
- How to Make Strategic Thinking a Habit (0.57 hrs)
- How to Manage Feeling Overwhelmed (0.72 hrs)
- How to Manage Your Manager (0.45 hrs)
- How to Motivate Yourself to Do What's Most Important (0.28 hrs)
- How to Network When You Don't Like Networking (0.29 hrs)
- How to Organize Your Time and Your Life (0.25 hrs)
- How to Overcome a Sales Slump (0.5 hrs)
- How to Present and Stay on Point (0.32 hrs)
- How to Set Goals When Everything Feels Like a Priority (0.25 hrs)
- How to Speak Up Against Racism at Work (0.84 hrs)
- How to Stand Out (0.44 hrs)
- How to Stop Wasting Time in Meetings (0.56 hrs)
- How to Train your Brain for Happiness (0.9 hrs)
- How to Use Data Visualization to Make Better Decisions Faster (0.64 hrs)
- How to Work Smarter, Not Harder: Save Time and Money and Increase Productivity (1.14 hrs)
- HR and Digital Transformation (0.93 hrs)
- HR as a Business Partner (0.55 hrs)

- Human Resources: Building a Performance Management System (0.88 hrs)
- Human Resources: Compensation and Benefits (1.36 hrs)
- Human Resources: Creating an Employee Handbook (0.62 hrs)
- Human Resources: Managing Employee Problems (1.27 hrs)
- Human Resources: Pay Strategy (0.53 hrs)
- Human Resources: Payroll (0.59 hrs)
- Human Resources: Running Company Onboarding (0.71 hrs)
- Human Resources: Strategic Workforce Planning (0.95 hrs)
- Human Resources: Understanding HR Systems Features and Benefits (0.83 hrs)
- Human-Centered Leadership (0.45 hrs)
- Humane Productivity (0.87 hrs)
- Humor in the Workplace (0.75 hrs)
- Icebreakers for Teams, Meetings, and Groups (0.58 hrs)
- Identify and Unleash Potential in Your Employees (0.89 hrs)
- Identify Sales Growth Opportunities (0.5 hrs)
- Igniting Emotional Engagement (0.77 hrs)
- Impromptu Speaking (0.37 hrs)
- Improving Emotional Intelligence with Mindfulness (0.59 hrs)
- Improving Your Judgment for Better Decision-Making (0.5 hrs)
- Improving Your Listening Skills (0.48 hrs)
- Improving Your Thinking (0.88 hrs)
- Inclusive and Professional Conversations on LinkedIn: Tips for Success (0.48 hrs)
- Inclusive Mindset (0.92 hrs)
- Inclusive Selling: Selling Across Culture, Race, and Gender Differences (0.82 hrs)
- Increasing Confidence by Increasing Self-Awareness (0.4 hrs)
- InDesign 2022 Essential Training (2.62 hrs)
- Influencing Others (0.7 hrs)
- Infographics: Visualizing Relationships (0.84 hrs)
- Innovative Customer Service Techniques (0.72 hrs)
- Interpersonal Communication (0.62 hrs)
- Interviewing Techniques (1.28 hrs)
- Introducing Robotic Process Automation (1.53 hrs)
- Introduction to AWS for Non-Engineers: 1 Cloud Concepts (0.27 hrs)
- Introduction to Business Analytics (1.42 hrs)
- Introduction to Graphic Design (4.21 hrs)
- Introduction to the PHR Certification Exam (0.97 hrs)
- Inventory Management Foundations (1.33 hrs)
- IoT Foundations: Fundamentals (0.63 hrs)
- iPhone Photography: Shooting to Storytelling (0.95 hrs)
- IT Service Desk: Customer Service Fundamentals (1.86 hrs)
- IT Service Management Foundations: Measures and Metrics (1.61 hrs)
- Job Interview Strategies for UX Designers (0.76 hrs)
- Job Skills: Supply Chain and Operations (0.53 hrs)
- Jodi Glickman on Make 'Em Love You at Work (0.44 hrs)
- Josh Higgins: How Caring Creates Opportunity (0.39 hrs)

- Ken Blanchard on Servant Leadership (0.45 hrs)
- Key Account Management (0.75 hrs)
- Key Mental Shifts for Servant Leadership (0.44 hrs)
- Lead Generation: Social Media (0.3 hrs)
- Lead Like a Boss (0.77 hrs)
- Leadership Foundations (0.68 hrs)
- Leadership Foundations: Leadership Styles and Models (0.75 hrs)
- Leadership Mindsets (0.59 hrs)
- Leadership Stories: 5-Minute Lessons in Leading People (3.19 hrs)
- Leadership: Practical Skills (2.51 hrs)
- Leading and Working in Teams (0.42 hrs)
- Leading at a Distance (0.61 hrs)
- Leading Change (0.94 hrs)
- Leading from the Middle (0.82 hrs)
- Leading in Crisis (0.3 hrs)
- Leading in Uncertain Times (0.77 hrs)
- Leading Productive One-on-One Meetings (0.48 hrs)
- Leading Projects (2.19 hrs)
- Leading Virtual Meetings (0.54 hrs)
- Leading with Emotional Intelligence (1.03 hrs)
- Leading with Innovation (1.52 hrs)
- Leading with Intelligent Disobedience (0.57 hrs)
- Leading without Formal Authority (0.97 hrs)
- Leading Your Team Through Change (0.36 hrs)
- Lean Foundations (1.61 hrs)
- Lean Inventory Management (1.16 hrs)
- Lean Six Sigma Foundations (1.17 hrs)
- Learn to Control Your Attention (0.5 hrs)
- Learning Bitcoin and Other Cryptocurrencies (1.27 hrs)
- Learning Brainstorming (0.71 hrs)
- Learning Canva (1.13 hrs)
- Learning Conversion Copywriting (1.22 hrs)
- Learning Data Science: Understanding the Basics (1.27 hrs)
- Learning Data Visualization (3.82 hrs)
- Learning Design Thinking: Lead Change in Your Organization (2.15 hrs)
- Learning Digital Business Analysis (1.45 hrs)
- Learning Excel 2016 (1.17 hrs)
- Learning Excel 2019 (1.13 hrs)
- Learning Excel for the web (Office 365/Microsoft 365) (0.7 hrs)
- Learning Excel: Data Analysis (2.16 hrs)
- Learning Food and Drink Photography (1.97 hrs)
- Learning Gantt Charts (0.5 hrs)
- Learning Personal Branding (0.8 hrs)
- Learning PowerPoint for the Web (Office 365/Microsoft 365) (1.52 hrs)
- Learning Shopify (1.44 hrs)
- Learning to Be Approachable (0.47 hrs)
- Learning to be Promotable (1.33 hrs)
- Learning to Teach Online (0.77 hrs)

- Learning to Write Marketing Copy (1.46 hrs)
- Learning Word Desktop (Office 365/Microsoft 365) (0.59 hrs)
- Learning Word for the web (Office 365/Microsoft 365) (1.1 hrs)
- Lessons in Enlightened Leadership (0.95 hrs)
- Leveraging Virtual and Hybrid Teams for Improved Effectiveness (0.5 hrs)
- LinkedIn Learning Path: Cultivating Inclusion at Work (0.45 hrs)
- LinkedIn Premium Quick Tips (0.32 hrs)
- LinkedIn Video Marketing for Personal and Brand Pages (0.62 hrs)
- Listening to Customers (0.28 hrs)
- Make IT Work in Your Business (1.72 hrs)
- Making Great Sales Presentations (0.54 hrs)
- Making Quick Decisions (0.36 hrs)
- Management Foundations (0.78 hrs)
- Managing a Customer Service Team (1.01 hrs)
- Managing and Analyzing Data in Excel (Office 365/Excel 2019) (2.51 hrs)
- Managing Anxiety in the Workplace (0.97 hrs)
- Managing Career Burnout (0.74 hrs)
- Managing Experts (0.26 hrs)
- Managing Generation Z (0.54 hrs)
- Managing High Potentials (0.29 hrs)
- Managing in Difficult Times (1.13 hrs)
- Managing New Managers (0.34 hrs)
- Managing Office Politics (0.43 hrs)
- Managing Organizational Change for Managers (1.37 hrs)
- Managing Project Stakeholders (0.38 hrs)
- Managing Skills for Remote Leaders (1.2 hrs)
- Managing Stress (0.35 hrs)
- Managing Stress for Positive Change (0.89 hrs)
- Managing Team Conflict (1.17 hrs)
- Managing Teams (1.2 hrs)
- Managing To-Do Lists (0.71 hrs)
- Managing Up (1.06 hrs)
- Managing Up as an Employee (0.82 hrs)
- Managing Up, Down, and Across the Organization (0.67 hrs)
- Managing Virtual Teams (0.94 hrs)
- Managing Your Anxiety While Presenting (0.43 hrs)
- Managing Your Career as an Introvert (0.63 hrs)
- Managing Your Emotions at Work (0.83 hrs)
- Managing Your Energy (0.61 hrs)
- Managing Your Energy for Sustainable High Performance (0.37 hrs)
- Managing Your Manager (1.52 hrs)
- Managing Your Personal Finances (1.07 hrs)
- Managing Your Personal Investments (1.41 hrs)
- Managing Your Sales Territory (0.53 hrs)
- Market Research: B2B (0.79 hrs)
- Marketing Communications (1.57 hrs)
- Marketing Ethics (0.87 hrs)
- Marketing Foundations: Analytics (1.04 hrs)

- Marketing Tips (2.58 hrs)
- Marketing to Humans (0.46 hrs)
- Marketing to Millennials (1.66 hrs)
- Marketing Tools: Automation (1.3 hrs)
- Marketing Tools: Digital Marketing Tools and Services (1.86 hrs)
- Marketing Tools: Growth Marketing (0.85 hrs)
- Marketing Tools: SEO (0.98 hrs)
- Marketing: Copywriting for Social Media (0.89 hrs)
- Master Confident Presentations (1.83 hrs)
- Mastering Common Interview Questions (0.84 hrs)
- Mastering Conversations in Retail Sales (0.49 hrs)
- Mastering Self-Leadership (0.43 hrs)
- Maximize Your Social Sharing to Multiple Platforms (1.73 hrs)
- Measuring Team Performance (1.42 hrs)
- Meeting Facilitation (0.55 hrs)
- Mentorship, Sponsorship, and Lifting Others as You Climb (0.36 hrs)
- Mindful Leadership (0.57 hrs)
- Mindful Stress Management (0.6 hrs)
- Mindsets and Strategies for Negotiation Success (0.47 hrs)
- Miss Excel's Top Productivity Hacks (1.13 hrs)
- Mistakes You Should Avoid at Work (0.37 hrs)
- Modern Project Management in Microsoft 365 (1.67 hrs)
- Motivating and Engaging Employees (0.77 hrs)
- Navigating Environmental Sustainability: A Guide for Leaders (0.28 hrs)
- Negotiating Your Leadership Success (1.34 hrs)
- Negotiation Foundations (1.09 hrs)
- Negotiation Skills (2.12 hrs)
- Networking for Sales Professionals (0.93 hrs)
- New Manager Foundations (1 hrs)
- Note-Taking for Business Professionals (0.78 hrs)
- Occupational Safety and Health: Slips, Trips, and Falls (0.73 hrs)
- Occupational Safety and Health: Working in the Heat (0.94 hrs)
- One-Minute Habits for Hybrid and Remote Working Success (0.52 hrs)
- Operational Excellence Foundations (1.55 hrs)
- Operational Excellence Work-Out and Kaizen Facilitator (1.18 hrs)
- Operations Management Foundations (2.07 hrs)
- Optimizing Your Work with Microsoft 365 (1.75 hrs)
- Organizational Culture (0.93 hrs)
- Organizing an Outline (0.77 hrs)
- Organizing Your Remote Office for Maximum Productivity (0.44 hrs)
- Outlook Essential Training (Microsoft 365) (2.3 hrs)
- Outlook Quick Tips (0.55 hrs)
- Outlook: Efficient Email Management (1.93 hrs)
- Outlook: Email Signatures for Beginners (0.33 hrs)
- Overcoming Imposter Syndrome (0.53 hrs)
- Overcoming Imposter Syndrome (0.53 hrs)
- Overcoming Obstacles and Building Team Resilience (1.02 hrs)
- Overcoming Procrastination (0.4 hrs)

- Overcoming Your Fear of Public Speaking (0.33 hrs)
- Own Your Voice: Improve Presentations and Executive Presence (0.62 hrs)
- People Analytics (0.58 hrs)
- Performance-Based Hiring (0.71 hrs)
- Personal Effectiveness Tips (2.48 hrs)
- Persuading Others (0.51 hrs)
- Persuasive Coaching (0.72 hrs)
- Persuasive Selling (1 hrs)
- Photoshop for Designers: Type Effects (2.85 hrs)
- Pitching Your Ideas Strategically (0.38 hrs)
- Practical Influencing Techniques (2.84 hrs)
- Prepare Yourself for a Career in Sales (0.92 hrs)
- Preparing for Successful Communication (1.06 hrs)
- Presentation Tips for Pitching to Investors (0.49 hrs)
- Presenting Technical Information with Stories (0.52 hrs)
- Presenting to Senior Executives (0.82 hrs)
- Print Production: Packaging (1.79 hrs)
- Prioritizing Effectively as a Leader (0.6 hrs)
- Problem Solving Techniques (1.55 hrs)
- Productivity Tips: Finding Your Productive Mindset (0.99 hrs)
- Professional Networking (0.46 hrs)
- Programming Foundations: Fundamentals (2.23 hrs)
- Project Leadership (0.72 hrs)
- Project Management Foundations (3.34 hrs)
- Project Management Foundations: Communication (1.02 hrs)
- Project Management Foundations: Integration (0.74 hrs)
- Project Management Foundations: Lessons Learned (0.49 hrs)
- Project Management Foundations: Quality (0.52 hrs)
- Project Management Foundations: Requirements (0.46 hrs)
- Project Management Foundations: Risk (1.15 hrs)
- Project Management Foundations: Schedules (2.13 hrs)
- Project Management Foundations: Teams (0.44 hrs)
- Project Management Reinvented for Non-Project Managers (1.4 hrs)
- Project Management Simplified (1.75 hrs)
- Project Management Skills for Leaders (0.6 hrs)
- Project Management Tips (0.78 hrs)
- Project Management: Solving Common Project Problems (1.08 hrs)
- Project Management: Technical Projects (1.24 hrs)
- Proven Tips for Managing Your Time (0.27 hrs)
- Psychological Safety: Clear Blocks to Innovation, Collaboration, and Risk-Taking (0.41 hrs)
- Public Speaking Foundations (1.05 hrs)
- Purchasing Foundations (1.3 hrs)
- Purpose-Driven Sales (2016) (1.1 hrs)
- Python Data Analysis (0.55 hrs)
- Quality Management Foundations (1.03 hrs)
- Quality Standards in Customer Service (0.87 hrs)
- Questions to Ask Yourself Before You Quit (0.63 hrs)

- Ram Charan on Coaching High Potentials (0.46 hrs)
- Recharge Your Energy for Peak Performance (0.86 hrs)
- Reduce Stress and Anxiety by Managing Your Nervous System (0.6 hrs)
- Reframing to Overcome Sales Objections (0.7 hrs)
- Remote Work Foundations (1.01 hrs)
- Retail Sales Foundations (0.49 hrs)
- Retail Sales Management (0.48 hrs)
- Retail Sales: The Importance of Listening (0.3 hrs)
- Rethinking your approach to stress and decision-making (0.61 hrs)
- Risk-Taking for Leaders (0.62 hrs)
- Rock your LinkedIn Profile (1.27 hrs)
- Rules for Rising Leaders (0.31 hrs)
- Running a Profitable Business: Calculating Breakeven (1.32 hrs)
- Running a Profitable Business: Revenue Recognition (1.53 hrs)
- Running a Profitable Business: Understanding Cash Flow (1.04 hrs)
- Sales and the Science of Trust (0.9 hrs)
- Sales Channel Management (1.19 hrs)
- Sales Gamification (1.17 hrs)
- Sales Management Foundations (1.02 hrs)
- Sales Negotiation (0.98 hrs)
- Sales Operations (0.91 hrs)
- Sales Performance Measurement and Reporting (0.92 hrs)
- Sales Pipeline Management (1.17 hrs)
- Sales Prospecting (0.57 hrs)
- Sales Strategies and Approaches in a New World of Selling (0.58 hrs)
- Sales Time Management (0.73 hrs)
- Sales: Closing a Complex Sale (1.56 hrs)
- Sales: Closing Strategies (0.64 hrs)
- Sales: Handling Objections (0.67 hrs)
- Sales: Referral Selling (0.9 hrs)
- Sales: Sales Games for Your Teams (0.47 hrs)
- Selling to Executives (0.39 hrs)
- Selling with Empathy during Uncertain Times (0.6 hrs)
- Selling with Stories, Part 1: What Makes a Great Story? (0.88 hrs)
- Selling with Stories, Part 2: Stories Great Sales People Tell (1.48 hrs)
- SEO Foundations (2018) (0.53 hrs)
- SEO: Optimize Your Social Media Profiles (0.88 hrs)
- Service Metrics for Customer Service (1.26 hrs)
- Serving Customers in a Continuously Changing World (0.54 hrs)
- Shane Snow on Storytelling (1.13 hrs)
- SharePoint Quick Tips (0.43 hrs)
- Smart Thinking: Overcoming Complexity (0.77 hrs)
- Smartsheet Essential Training (0.8 hrs)
- Social Media Marketing Foundations (0.87 hrs)
- Social Media Marketing Strategy: TikTok and Instagram Reels (1.24 hrs)
- Social Media Marketing Tips (0.92 hrs)
- Social Media Marketing: Strategy and Optimization (0.92 hrs)
- Social Selling with LinkedIn (0.47 hrs)

- Social Selling: Reaching Prospects (0.79 hrs)
- Soft Skills for Sales Professionals (1.01 hrs)
- Solution Sales (0.93 hrs)
- Solving Business Problems (0.6 hrs)
- Speaking Confidently and Effectively (0.37 hrs)
- Speaking Up At Work (0.37 hrs)
- SQL Server: Reporting Services (1.75 hrs)
- Start Young for Your Best Retirement (0.88 hrs)
- Starting a Memorable Conversation (0.48 hrs)
- Statistics Foundations: The Basics (0.55 hrs)
- Stop Stressing and Keep Moving Forward (0.37 hrs)
- Storytelling for Advertising Campaigns (0.59 hrs)
- Strategic Negotiation (0.79 hrs)
- Strategic Planning Foundations (1.38 hrs)
- Strategic Thinking (0.6 hrs)
- Succeeding in a New Job (0.47 hrs)
- Succeeding in a New Role By Managing Up (0.34 hrs)
- Succeeding in DevOps (0.53 hrs)
- Supply Chain Analytics Foundations (0.77 hrs)
- Supply Chain and Operations Careers: Certification Tips and Tricks (2.32 hrs)
- Supply Chain Basics For Everyone (0.28 hrs)
- Supporting Workers with Disabilities (0.96 hrs)
- Sustainability Strategies (0.94 hrs)
- Taking a Break from Your Phone (0.42 hrs)
- Taking Charge of Your Career (0.75 hrs)
- Talent Sourcing (1.21 hrs)
- Teaching Your Kids About Finance (0.64 hrs)
- Teamwork Foundations (1.42 hrs)
- Technical Recruiting (1.09 hrs)
- Technical Sales: The Role of the Sales Engineer (0.86 hrs)
- Telling Stories with Data (0.25 hrs)
- The Creative Spark: Krista Donaldson, Social Innovation Designer (0.41 hrs)
- The Data Science of Marketing (2.36 hrs)
- The Eight Essential People Skills for Project Management (Blinkist Summary) (0.46 hrs)
- The Human Resources Hero (0.75 hrs)
- The New Rules of Work (0.91 hrs)
- The Persuasion Code, Part 1: The Neuroscience of Sales (0.82 hrs)
- The Power of Introverts (0.62 hrs)
- The Practices of High-Performing Employees (0.34 hrs)
- The Procrastination Cure (Blinkist Summary) (0.38 hrs)
- The Science of Sales (0.93 hrs)
- The Six Biases of Decision-Making (0.42 hrs)
- The Six Morning Habits of High Performers (0.4 hrs)
- The Step-by-Step Guide to Building your Thought Leadership on LinkedIn (0.58 hrs)
- The Top 10 Project Management Mistakes and How to Avoid Them (2.19 hrs)
- Thinking Creatively (0.7 hrs)

- Thriving @ Work: Leveraging the Connection between Well-Being and Productivity (0.69 hrs)
- Time Management Fundamentals (1.8 hrs)
- Time Management Tips: Communication (0.74 hrs)
- Time Management: Working from Home (1.28 hrs)
- Tips for Writing Business Emails (0.57 hrs)
- Tony Schwartz on Managing Your Energy for Sustainable High Performance (0.37 hrs)
- Top 10 Apps for Enhanced Productivity (0.77 hrs)
- Transitioning from Manager to Leader (0.99 hrs)
- Transitioning to Management for Salespeople (1.26 hrs)
- Travel Photography: Gear & Workflow (3.14 hrs)
- Unconscious Bias (0.47 hrs)
- Understanding and Supporting ADHD Colleagues in the Workplace (1.13 hrs)
- Understanding Business (0.73 hrs)
- Understanding Capital Markets (2.62 hrs)
- Understanding Logistics (0.64 hrs)
- Understanding Patents: A Deeper Dive (0.89 hrs)
- Using Customer Surveys to Improve Service (0.87 hrs)
- Using Questions to Foster Critical Thinking and Curiosity (0.52 hrs)
- Using the Time Value of Money to Make Financial Decisions (1.61 hrs)
- Virtual Selling for Sales Professionals (0.98 hrs)
- Visual Storytelling in PowerPoint (0.92 hrs)
- Visual Thinking Strategies (0.35 hrs)
- Well-Being in the Workplace (0.38 hrs)
- What to Do in the First 90 Days of Your New Job (0.78 hrs)
- What to Do When You're New (Blinkist Summary) (0.25 hrs)
- When Negotiation's about More than Money: How to Negotiate (Almost) Anything (3.43 hrs)
- Winding Down: Get a Better Night's Sleep (0.88 hrs)
- Windows 10 Essential Training (3.43 hrs)
- Winning Back a Lost Customer (0.47 hrs)
- Work Stories: Experiences that Influence Careers (1.48 hrs)
- Working as a Contract or Temporary Employee (0.78 hrs)
- Working with Difficult People (1.78 hrs)
- Workplace Visualization (0.85 hrs)
- Writing a Marketing Plan (0.63 hrs)
- Writing Articles (0.49 hrs)
- Writing Customer Service Emails (1.1 hrs)
- Writing Headlines (0.48 hrs)
- Writing in Plain Language (0.7 hrs)
- Writing with Commonly Confused Words (0.73 hrs)
- Writing with Proper Punctuation (0.7 hrs)
- Yo Santosa, Branding Expert (0.4 hrs)

### **Computer Skills**

- Articulate 360: Advanced Actions (2.44 hrs)

- Articulate 360: Interactive Learning (2.11 hrs)
- Excel 2007 Power Shortcuts (2.07 hrs)
- Excel 2010: Pivot Tables (1.34 hrs)
- Excel 2013: Macros (2.72 hrs)
- Excel 2013: Pivot Tables (0.3 hrs)
- Excel 2016: Managing and Analyzing Data (3.01 hrs)
- Excel 2016: Pivot Tables in Depth (1.04 hrs)
- Excel 2019 Essential Training (2.14 hrs)
- Excel Business Intelligence: Power Query (2.02 hrs)
- Excel Data Analysis: Forecasting (3.12 hrs)
- Excel Data Visualization: Mastering 20+ Charts and Graphs (2.38 hrs)
- Excel Essential Training (Office 365/Microsoft 365) (2.3 hrs)
- Excel for Accountants (1.53 hrs)
- Excel for Business Analysts (1.99 hrs)
- Excel for Marketers (1.7 hrs)
- Excel for Sales Professionals (2.7 hrs)
- Excel Formulas and Functions Quick Tips (0.62 hrs)
- Excel in the Real World (0.71 hrs)
- Excel PivotTables: Mastering PivotTables and PivotCharts (4.13 hrs)
- Excel Power Query Tips and Techniques (0.86 hrs)
- Excel Quick Tips (0.8 hrs)
- Excel Supply Chain Analysis: Solving Inventory Problems (1.34 hrs)
- Excel: Advanced Formatting Techniques (2.7 hrs)
- Excel: Advanced Formulas and Functions (4.78 hrs)
- Excel: Charts in Depth (2.62 hrs)
- Excel: Creating a Basic Dashboard (1.12 hrs)
- Excel: Creating a Dashboard with Power Query (Office 365/Microsoft 365) (1.34 hrs)
- Excel: Dashboards for Beginners (0.77 hrs)
- Excel: Filtering Data for Beginners (0.5 hrs)
- Excel: Introduction to Charts and Graphs (0.93 hrs)
- Excel: Introduction to Formatting (0.98 hrs)
- Excel: Introduction to Formulas and Functions (2.65 hrs)
- Excel: Introduction to VBA (0.63 hrs)
- Excel: Lookup Functions in Depth (1.15 hrs)
- Excel: Macros and VBA for Beginners (0.62 hrs)
- Excel: Management Accounting (1.57 hrs)
- Excel: PivotTable Tips (0.38 hrs)
- Excel: PivotTables for Beginners (0.4 hrs)
- Excel: PivotTables in Depth (3.85 hrs)
- Excel: Power Pivot for Beginners (0.43 hrs)
- Excel: Power Query for Beginners (0.4 hrs)
- Excel: Power Query (Get & Transform) (2.6 hrs)
- Excel: Productivity Tips (1.37 hrs)
- Excel: Scenario Planning and Analysis (2.12 hrs)
- Excel: Tips and Tricks (4.4 hrs)
- Excel: Tracking Data Easily and Efficiently (1.48 hrs)
- Excel: Using Dynamic Array Functions (Office 365/Microsoft 365) (1.5 hrs)

- Excel: VLOOKUP and XLOOKUP for Beginners (0.32 hrs)
- Excel: Working Together with Power Query and Power Pivot (0.77 hrs)
- Excel: You Can Do This (0.57 hrs)
- Learn Java Cryptography (1.69 hrs)
- Learning LinkedIn (2021) (1.7 hrs)
- Learning Microsoft Project (0.92 hrs)
- Learning PowerPoint 2021 (0.45 hrs)
- Learning Python (3.17 hrs)
- Learning SharePoint Online (1.67 hrs)
- Learning VBA in Excel (0.52 hrs)
- Learning Word 2021 (0.52 hrs)
- Microsoft Dynamics 365 Sales Essential Training (1.93 hrs)
- Microsoft Teams Essential Training (2.35 hrs)
- Microsoft Teams Tips and Tricks (1.06 hrs)
- Microsoft Teams: Working with Files (1.11 hrs)
- Power BI Data Methods (3.94 hrs)
- Power BI Essential Training (3.41 hrs)
- Power BI Mistakes to Avoid (1 hrs)
- Power BI Quick Tips (0.55 hrs)
- Power BI: Dashboards for Beginners (0.49 hrs)
- PowerPoint 2016 Essential Training (3.02 hrs)
- PowerPoint Tips and Tricks (1.88 hrs)
- PowerPoint: Designing Better Slides (1.55 hrs)
- PowerPoint: Eight Easy Ways to Make Your Presentation Stand Out (0.61 hrs)
- PowerPoint: From Outline to Presentation (1.78 hrs)
- Using Microsoft Teams and Outlook Together: Maximizing Productivity (0.82 hrs)
- Using Power BI with Excel (0.8 hrs)
- Using Python with Excel (1.37 hrs)
- Word 2013: Styles in Depth (3.49 hrs)
- Word 2016: Advanced Tips and Tricks (1.69 hrs)
- Word 2021 Essential Training (Office 2021/LTSC) (2.55 hrs)
- Word Essential Training (Office 365/Microsoft 365) (2.17 hrs)
- Word Quick Tips (0.52 hrs)
- Word Tips and Tricks (1.12 hrs)
- Work on Purpose (0.85 hrs)
- Writing Email (1.22 hrs)
- Writing Emails People Want to Read (0.97 hrs)



Retrainee-Job Creation  
**Training Proposal for:**  
**Vera Therapeutics, Inc.**  
**Contract Number: ET23-0379**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** San Francisco Bay Area

**Analyst:** S. Wang

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative SB <100	Industry Sector(s):	Manufacturing (E) Professional, Scientific Technology (54)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Mateo	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 50	U.S.: 50	Worldwide: 50
<u>Turnover Rate:</u>	8%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$490,000

<b>Total ETP Funding</b>
\$140,760

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate SB <100	Business Skills, Mgmt. Skills, Comm. Skills	49	8-200	0	\$1,955	\$45.00
				Weighted Avg: 85			
2	Job Creation Initiative Retrainee Priority Rate SB <100	Business Skills, Comm. Skills	23	8-200	0	\$1,955	\$85.00
				Weighted Avg: 85			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** Job Number 1: \$24.72 per hour for San Mateo County  
 Job Number 2 (Job Creation): \$20.60 per hour for San Mateo County

**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.

**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe

Although employer provides health benefits, they are not being used to meet Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1: Retrainee</b>		
Administrative Staff	\$45.00 - \$60.00	2
Managers/Supervisors	\$89.00 - \$155.00	7
Professional and Technical Staff	\$89.00 - \$135.00	40
<b>Job Number 2: Job Creation</b>		
Professional and Technical Staff	\$85.00 - \$125.00	23

**INTRODUCTION**

Founded in 2016 and headquartered in Brisbane, Vera Therapeutics, Inc. (Vera) (<https://veratx.com/>) is a biotechnology Company that develops treatments for serious immunological diseases. The treatments target the source of immunologic diseases in order to change the standard care for patients. The Company’s lead product, Atacicept is a fusion protein self-administered injection that blocks both B Lymphocyte Stimulators and A Proliferation Inducing Ligand, which stimulates B cells and plasma cells to produce autoantibodies that contribute to certain autoimmune diseases such as Berger’s disease. Training will be delivered at the one headquarters’ location in Brisbane.

This will be Vera’s first ETP proposal. Vera’s customer base includes researchers, hospitals, patients with serious autoimmune diseases, and foundations throughout the United States.

## Veterans Program

Although Vera does not plan to include a separate Veteran's Job Number, the Company actively recruits and encourages veterans to apply for its employment opportunities.

## PROJECT DETAILS

ETP-funded training will focus on business and technical skills' training on products that are in the later-development stage. As the products' pipeline advances into later-stage development, there are skills and capabilities that staff are currently lacking. Some of those skills and capabilities include strategic planning, financial analysis and development, and clinical operations. Training provided will give staff the knowledge to manage business strategies, business execution, finances, and understand what is required to achieve product development.

### Retrainee - Job Creation

In this proposal, the Company plans to hire approximately 23 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage.

Due to customer growth, Vera plans to continue working on its products and pipeline over the next two years and beyond. While currently focusing on the Company's lead product- Atacicept, it continues to move towards advancement of Atacicept into a Phase 3 pivotal trial for IgA Nephropathy with plans to initiate Phase 3 clinical trial in the second quarter of 2023. With this expansion and with the continued work of other programs in the pipeline, there is a need to hire new employees and to deliver training to learn business and technical skills on the materials that go into the development of these products.

### Training Plan

Training will be conducted via Class/Lab and E-Learning delivery methods in the following:

**Business Skills:** This training will be offered to all occupations and will include courses such as Budget & Resource Management and Strategic Planning, to ensure staff have the knowledge of the business processes.

**Commercial Skills:** This training will be offered to all occupations and will include courses such as Clinical Data Science, Research & Development 101, and Drug Safety, to ensure staff is familiar with the operation processes.

**Management Skills:** This training will be offered to Managers/Supervisors in courses such as Coaching, Creating Strategic Vision & Aligning Your Team, and Leadership Skills to ensure they know how to lead the team.

### Commitment to Training

The Company's annual training budget in California is \$40,000, which includes training in rudimentary job skills, new-hire orientation, and legally mandated training such as sexual harassment prevention. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The Vice President of Human Resources (dedicated administrator) will oversee the project, and two Administrative Staff will assist in the scheduling of training, collecting training records, entering training data into the LMS system, and other internal administrative duties. ETP-funded training will be delivered by internal experts and vendors as needed.

**Impact/Outcome**

Upon completion of some training programs, trainees will receive certifications such as Leadership, Effective Communication and Project Management.

**Electronic Recordkeeping/LMS**

Staff has reviewed and approved the Company's learning-management system.

**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

Hands On, LLC in San Francisco has been retained to provide Business Skills' training for a fee of \$65,000. Other trainers will be identified as they are retained.

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Business Skills**

- Agile & Design Thinking
- Budget & Resource Management
- Business Process & Continuous Improvement
- Finance for Non-Finance Managers
- Leading Change
- Strategic Planning
- Advanced Finance for Non-Finance Managers
- Health Economics
- Collaboration / Team Optimization
- Influencing & Stakeholder Management
- Project Management
- Root Cause Analysis / Problem-Solving
- Portfolio Management
- Executive Presence
- Increasing Resiliency
- Effective Communications
- Presentation Skills
- Giving & Receiving Feedback
- Navigating Difficult Conversations
- Conversational Intelligence

#### **Commercial Skills**

- Clinical Data Science
- Clinical Operations
- Drug Safety
- Research & Development 101
- Research & Development 201
- GxP/Quality
- Healthcare Compliance

#### **Management Skills** (Managers/Supervisors Only)

- Coaching
- Delegating & Empowering
- Creating Strategic Vision & Aligning Your Team
- Leadership Skills



**Healthcare Workforce Advancement Fund (HWAF)**

**Training Proposal for:**

**Children's Hospital Los Angeles**

**Contract Number: ET23-0384**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** Sacramento

**Analyst:** J. Fetsch

**PROJECT PROFILE**

Contract Attributes:	HWAF (Alt/Gen Funds) Retrainee Priority Rate Medical Skills Training	Industry Sector(s):	Services (G) Healthcare (62)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 6,737	U.S.:6,737	Worldwide: 6,737
<u>Turnover Rate:</u>	1%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$1,440,000

<b>Total ETP Funding</b>
\$499,928

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Contractual Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate Medical Skills Training	Continuous Impr, Computer Skills, Medical Skills- Didactic, Medical Skills- Preceptor	247	8-400	0	\$2,024	\$22.66
				Weighted Avg: 88			

**\*Post-Retention Wage is the Contractual Wage**

**Minimum Wage by County:** Job Number 1: \$22.66 per hour in Los Angeles County.  
**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.  
**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe  
 Up to \$2.50 per hour may be used to meet the Post-Retention Wage.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Certified Nursing Assistant (CNA)	\$20.16-\$25.00	18
	\$25.01-\$37.10	34
New Graduate Nurse	\$39.00-\$83.10	140
Medical Assistant	\$20.16-\$25.00	15
	\$25.01-\$37.10	25
Respiratory Care Practitioner	\$34.51-\$39.54	15

**HEALTHCARE WORKFORCE ADVANCEMENT FUND (HWF) PROPOSAL**

Children’s Hospital Los Angeles, as a Single Employer Contractor, is eligible for HWF in accordance with Governor Newsom FY 22/23 budget, approved in AB178. Pursuant to Unemployment Insurance Code section 10214.6, the Panel has adopted HWF guidelines to expend \$25 million in general fund dollars as an Alternative Funding Source program.

**INTRODUCTION**

Founded in 1901 and headquartered in Los Angeles, Children’s Hospital Los Angeles (CHLA) ([www.chla.org](http://www.chla.org)) is a non-profit organization and one of the nation’s leading pediatric hospitals offering care to infants, children and teenagers in Los Angeles County and surrounding areas. The Company employs more than 6,500 employees and nearly 900 physicians that offer more than 350 specialty programs. Training will be conducted at the Organization’s location in Los Angeles. This is CHLA’s first ETP contract.

**Veterans Program**

Although the Company is not requesting a Veteran Job Number, CHLA values the Veteran work force and is planning to incorporate Veterans in its CHAMP program to maximize their ability to gain employment.

## **HWAF PROJECT DETAILS**

### **Employer Need & Trainee Population**

California has been hit hard by the national healthcare workforce shortage. The shortage has been a growing problem, but when the healthcare system shifted into high gear to handle the coronavirus pandemic, the shortage accelerated, and its impact escalated. The following sources of information outline national and regional demand:

- According to the Health Resources & Services Administration, the area of Los Angeles alone encompasses 300 areas suffering from healthcare workforce shortages.
- Children's Hospitals Today, a magazine distributed by the Children's Hospital Association, explores the staffing challenges children's hospitals are facing, specifically within nursing. Drivers included nursing school enrollment numbers that fell short of the projected demand for nursing services, coupled with a shortage of faculty to teach those seeking a nursing career. Another major issue: a significant number of nurses reaching retirement age, which became a far more pressing issue with the arrival of the pandemic.
- According to the American College of Healthcare Executives 2021 Annual Survey, the No. 1 concern among hospital CEOs for the first time in 17 years is staffing. Nursing turnover in particular is on the reasons this issue has risen to the top of the list of concerns.

US Department of Labor data indicates projected growth in California from 2020 – 2030 in certain healthcare occupations that are in demand:

- Medical Assistant – projected growth rate in California 20% with 14,000 annual job openings projected
- Nursing Assistant – projected growth rate in California of 13% with 13,780 annual job openings projected
- Registered Nurse – projected growth rate in California of 11% with 21,200 annual job openings projected

The local demand, as reported by the US Department of Labor, and CHLA's needs in these job roles are:

- Medical Assistant – the US Department of Labor indicates there are 1,181 current job openings in the local zip code alone, while CHLA's current openings in this role are 18, and the Organization is projected need through 2027 is to hire 120.
- Nursing Assistant – The US Department of Labor indicates that there are 633 job openings in the local zip code of alone, while CHLA's current openings in this role are 30, while the Organization is projected need through 2027 is to hire 200.
- Registered Nurse – The US Department of Labor indicates there are 2,577 open positions in our surrounding area for zip code 90027 alone, while our current openings in this role are 258, while the Organization is projected need through 2027 is to hire 1,000.

Nurses are the cornerstone of care at CHLA. Representing approximately 30% of CHLA's workforce, they touch every aspect of the hospital's work, delivering exceptional patient care, participating in research and training, and providing boundless compassion to every child at CHLA. Nurses, however, can't do all they need to do if other allied health workers, such as medical assistants and nursing assistants, are not in place and well-trained to support them. These roles

are critical to CHLA's ability to provide quality care, support the nursing staff, support the patient's needs, and they are in short supply.

The CHLA Community Health Needs Assessment for 2022 identified the following prioritized health needs: mental health, homelessness, economic security, infectious diseases, family-centered health care, health services communication, obesity, and food security. To address these needs, CHLA plans to: expand access to pediatric health, behavioral health, and preventative services; increase awareness of pediatric and family health care resources and information; expands workforce pipeline programs for youth and young adults; expand support of local economic inclusion initiatives; and spur local economic growth and champion environmental sustainability.

### **Career Advancement / Pathways & Wage Progression- High Road Strategies**

The provisions within AB 178 state these funds shall be made available to support the Employment Training Panel training health and social workers. This funding shall meet the requirements of "high road" as specified in Sections 14005 and 14013 of the Unemployment Insurance (UI) code which defines "high road" as a set of economic and workforce development strategies to achieve economic growth, economic equity, shared prosperity and a clean environment. The strategies include, but are not limited to, interventions that: (1) Improve job quality and job access, including for women and people from underserved and underrepresented populations. (2) Meet the skill and profitability needs of employers. (3) Meet the economic, social, and environmental needs of the community.

The California Workforce Development Board defines High Road Employer as employers as those that "pay family-supporting wages, compete based on the quality of their services and products, and engage workers and their representatives in the project of building skills and competitiveness." While CHLA meets that definition, and aligns with the UI code definition provided by ETP, CHLA also believes that being on the "High Road" means providing for its employee's well-being and work-life balance, supporting their unique needs, providing clear career pathway opportunities with support systems in place to allow someone to move along that pathway and at that same time support community engagement.

CHLA is approaching training programs, recruiting, community-based programs, and employee support with an eye to attract new entrants into the field and providing a path forward that provides a clear view to a long-term career with opportunities for advancement, wage gains, and work-life balance.

An example of creating interest in the medical field is Camp CHLA, which gives exposure to healthcare careers to high school students during a one-week summer session and provides an opportunity to local high school students to gain interest in the medical field and have the potential to seek out employment in healthcare. The hospital Community Affairs office also runs additional programs.

The proposed training will involve employee input and feedback on the quality of the training they receive. The training will use new methodologies and technology that transforms the learning experience for the workforce. The training is designed to provide the skills needed to do the job "today" and skills that will be an underpinning to their next step up their career ladder. Demand for healthcare workers is at a feverish level, and the aim is to attract talent from all corners of society and show them how caring for others can lead to personal fulfillment and job satisfaction and, at the same time, allow them to lead a life with balance and wages that support their family's goals.

Supporting someone through a career pathway and provide them with different career ladder options and higher levels of wage attainment requires the development of programs and structures

that can provide training and development opportunities which are accessible, equitable, and in this climate, innovative. To this end, CHLA is working to implement and sustain programs.

During the pandemic, nursing school graduates experienced heavily impacted restrictions on sites/hours/duties in their clinical rotations and therefore lacked basic skills and readiness for independent practice. Therefore, CHLA is implementing an intensive training period to ensure competence in delivering care to children with complex medical conditions and their families and will need to provide training to support their transition to practice that they otherwise would have received during their formal schooling. This includes:

- High-Fidelity Simulation Center – High Fidelity Simulation involves the use of sophisticated life-like mannequins in realistic patient environments. These human patient simulators, or high-fidelity simulators, mimic human anatomy and physiology. High-fidelity mannequins have expanding chests that breathe, have variable heart rates and tones, measurable blood pressure, and palpable pulses, including other components such as EKG displays, pulse oximeter, arterial waveforms, pulmonary artery waveforms, and anesthetic gases. Various procedures can be performed on the mannequins, such as bag-mask ventilation, intubation, defibrillation, chest tube placement, cricothyrotomy, and others. This simulation provides hands-on experience for all new grad nurses before they must work with actual patients and creates a more comfortable and realistic environment in which to learn.
- Residency comparable to the RN residency for Respiratory Care Practitioners along with Care partner workshop and Skills days in ambulatory for Medical Assistants
- The expansion of CHLA's RN Residency Program builds a pipeline of highly trained nurses. Nearly 90% of nurses who complete the program are still working at CHLA five years after graduating.
- Growth of the Transition Fellowship Nurse Training Program, which prepares early- and mid-career nurses for pediatric specialty care.
- Specialized certification training to help nurses acquire unique skills—such as trauma, nephrology, and neonatal nursing—to serve the most vulnerable children.
- Wisdom workers—veteran nurses with decades of experience who have retired or are close to retirement and may wish to work in a different capacity to address gaps in staffing and oversee clinical care efforts on a limited or temporary basis.
- Early career development through the RN III Mentorship Program and other opportunities designed to help nurses move up the professional ladder and further their careers.

Additionally, some Nurse Assistants and Medical Assistants choose to return to school to become LVN's or RN's. CHLA has tuition reimbursement at least after one year of employment. CHLA leadership provides flexibility with work schedules in alignment with its organization's values of being lifelong learners. They remain employed in their current role while in school and are typically in school to promote or to attain a job requiring the degree they are seeking.

The retention of healthcare and behavioral care workers are supported by the- Role Development Team who provide structured training for preceptors, charge nurses, and mentors; additional professional development opportunities include EBP fellowships, professional development scholarships, participation in collaborative governance councils, house wide committees; cross-training opportunities. These programs provide supplemental opportunities for the staff which assists with employee satisfaction and overall retention.

The training plan proposed herein includes training that will lead to:

- Specialized certification training to help nurses acquire unique skills—such as trauma, nephrology and neonatal nursing— to serve the most vulnerable children.
- CHLA has a comprehensive program that supports specialty certification, including materials for studying for the exam, paid time for exam studying, vouchers to prevent nurses from having to pay upfront for the exam, and a bonus upon successful completion of the exam. The certification renewal fees are also paid for by CHLA.

While trainees will receive a wage increase from the inception of training through retention, wage increases in many cases are not directly tied to the completion of specific training courses. Wage increases are based on work experience, participation in skill days, progression through job roles, as well as merit and market increases.

New Graduate nurses and Respiratory Care Practitioners (RCP) both will have about a 7% increase in pay after training occurs.

Wage progression examples for the job roles outlined here are:

- Medical Assistant – MA 1 - \$17.30 to MA 3 - \$37.10 with progress steps in between and some MA's choose to then move to a MA/PSR role which is two salary grades higher than an MA.
- Nurse Assistant – NA 1 - \$17.50 to \$37.10 with progress steps in between.
- Registered Nurse - \$39.00 to RN 1 (after first 16 weeks)-\$41.73 to RN 2 at 1-year anniversary- \$44.79 to RN 3 and RN 4-7% increase in pay once promotion is obtained
- Respiratory Care Practitioner (RCP) - \$34.51 as a RCP 1; \$36.95 as a RCP 2; and a 7% increase as a RCP 3 and 4 once promotion is obtained.

## **Impact & Outcomes**

Consistent with Panel goals and identified workforce needs, the HWAF Guidelines approved by the Panel identify intended outcomes to address the healthcare and behavioral health workforce needs. CHLA has specified the following results it intends to achieve as a result of training funded by the HWAF program.

At the end of this program, CHLA expects funding to directly benefit entry-level and existing workers who are critical to the hospital's ability to provide quality patient care and are working or seeking to work in "in-demand" occupations in one of the fastest-growing industries in California. Cultivating talent to a field with significant demands on its workers to perform in high-stress situations would make this project successful. The training will also create pathways to other high skilled positions and promote upward mobility thru access to training.

CHLA is integral to the well-being of the Los Angeles area, not just physically and mentally but financially. CHLA employs over 6,700 workers in Los Angeles and growing. That is a significant workforce contributing to the financial success of the region. The ancillary benefit of CHLA work is these families can return to the workforce and be productive and contribute to local economy.

CHLA maintains the Pediatric Diversity and Inclusion (D&I) Committee which is committed to promoting a culture of inclusion and an appreciation for diversity. The goal is to expand cultural awareness and sensitivity and enrich the services it provides to the increasingly diverse populations at Children's Hospital of Los Angeles.

CHLA is committed to advancing wellness beyond its walls by applying significant healthcare expertise and roles as an employer.

### **Diversity, Equity, and Inclusion (DEI) Plan / Policy**

CHLA has provided ETP with a copy of its DEI policy (attached).

### **Contract Term Length**

CHLA expects to complete all training and retention by March 30, 2027.

### **Training Plan**

Training will be delivered via Class/Lab/E-Learning/Medical Skills-Didactic/Preceptor Training in the following:

**Computer Skills:** Training will be offered to all occupations. Training is intended to improve software skills. Training topics include Bedside Phone System, Electronic Health Records Application Skills/Cerner System Skills, and Omnicell Medication Dispensing System.

**Continuous Improvement:** Training will be offered to all occupations. Training is intended to improve learned skills. Training topics include Communication Skills, Crisis Prevention Intervention (CPI), Critical Thinking Skills, Documentation Skills, Performance and Quality Improvement and Procedures Skills, and Team Building Skills.

**Medical Skills (Didactic):** This training will be offered to all occupations. These trainees will receive training that is pertinent to their main job functions. Training topics include Basic Life Support (BLS), Central Lines Management, Critical Care Skills, and Emergency Room Skills.

**Medical Skills (Preceptor):** This training will be offered to all occupations. Training topics include Care of Pediatric Patients, Critical Care Nursing Skills, Medical/Surgical Nursing Skills, and Patient Assessment and Care.

### **Commitment to Training**

The Company's total annual training budget is approximately \$2,000,000 for new hire orientations, company policies, basic training, staff development, and safety training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

#### ➤ Training Infrastructure

The Hospital's Nursing Professional Development Manager will manage the overall project with the assistance of a Sr. Nursing Development Specialist and a Professional Development Associate to oversee the training and be responsible for scheduling, collecting and submitting the training rosters. The Hospital has identified 20 nurse educators who will provide the majority of the ETP funded training. The Hospital has also hired an administrative subcontractor to assist with project administration.

## **DEVELOPMENT SERVICES**

The Company retained Training Funding Partners in Fountain Valley to assist with development of this proposal for a flat fee of \$21,500.

## **ADMINISTRATIVE SERVICES**

The Company also retained Training Funding Partners to perform administrative services in connection with this proposal for a fee of not to exceed 13% of payment earned.

## **TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Computer Skills**

- Bedside Phone system
- Electronic Health Records Application Skills/Cerner System Skills
- Omnicell Medication Dispensing System

#### **Continuous Improvement Skills**

- Case Management/Discharge Planning
- Communications Skills
- Conflict Resolution Skills
- Crisis Prevention Intervention (CPI)
- Critical Thinking Skills
- Culturally Appropriate Care
- Customer Service Skills
- Documentation Skills
- Organization and Time Management Skills
- Patient and Family Centered Care Skills
- Performance and Quality Improvement and Procedures Skills
- Team Building Skills

#### **Medical Skills (Didactic)**

- Acute Myocardial Infarction
- Acute Psychiatric Care
- Advanced Cardiac Life Support (ACLS)
- Arterial Blood Gas (ABG) Interpretation
- Basic Life Support (BLS)
- Body Mechanics
- Care of Pediatric Patients (Acute Care, Intensive Care)
- Care of the Neurosurgical Patient
- Care of the Stroke Patient
- Care Process Skills
- Central Lines Management
- Chest Tube Care & Management
- Code Blue Response & Procedures
- Critical Care Skills
- Decontamination Procedures
- Diabetes Care & Management
- Diagnosis Skills
- Dysrhythmia Recognition & Interpretation
- Educating the Patient & Family
- EKG & Cardiac Monitoring
- Emergency Care of the Burn Patient
- Emergency Room Skills
- Equipment Skills

- Evidence Based Practices
- Gastrointestinal Assessment and Management
- Hemodynamic Monitoring
- Infection Control
- Intra-Cranial Pressure Monitoring & Ventriculostomy
- Intravenous (IV) Insertion & Therapy
- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Moderate Sedation
- Neonatal Advanced Life Support (NALS)
- Neonatal Care Skills
- Neonatal Intensive Care Unit (NICU) Nursing Skills
- Neonatal Resuscitation Provider (NRP)
- New Graduate Nursing Skills
- New Graduate Program Skills
- Oncology Care Skills
- Orthopedic Care Skills
- Ostomy & Continence Care
- Pain Management (Acute & Chronic)
- Patient Assessment & Care
- Patient Fall Prevention
- Pediatric Advanced Life Support (PALS)
- Peri-operative Care Skills
- PICC Line Insertion
- Pre and Post Operative Care
- Psychotropic Medications
- Rapid Response Skills
- Renal Assessment & Management
- Respiratory Assessment & Care
- Restraints
- Surgical Nursing Skills
- Total Parenteral Nutrition (TPN)
- Transfer Techniques
- Trauma Nursing Skills
- Triage Nursing Skills
- Ventilator and Tracheotomy Care
- Wound & Skin Care

#### **Medical Skills (Preceptor)**

- Care of Pediatric patients
- Care of the Burn Patient
- Care of Trauma Patient
- Critical Care Nursing Skills
- Emergency Care of the Burn Patient
- Emergency Room Nursing Skills
- Hemodynamic Monitoring
- Intracranial Pressure Monitoring & Ventriculostomy
- Management of Renal and Liver Transplant Surgical Patients

- Medical/Surgical Nursing Skills
- Neonatal Advanced Life Support
- Neonatal Intensive Care Unit (NICU) Nursing Skills
- Neonatal Resuscitation Provider (NRP)
- Oncology Nursing Skills
- Orthopedic Nursing Skills
- Palliative Care
- Patient Assessment & Care
- Peri-operative Nursing Skills
- Pre and Post Operative Care
- Trauma Nursing Skills
- Triage Nursing Skills
- Ventilator & Tracheotomy Care

CHLA maintains the Pediatric Diversity and Inclusion (D&I) Committee which is committed to promoting a culture of inclusion and an appreciation for diversity. The goal is to expand cultural awareness and sensitivity and enrich the services we provide to the increasingly diverse populations at Children's Hospital of Los Angeles.

Core Values:

Innovation/Education: Enhance our learning environment by promoting diversity among trainees and faculty in order to contribute to the success of graduates who will provide care to a diverse patient population.

Recruitment: Facilitate recruitment, retention, professional excellence, and overall well-being among medical students, residents, fellows, and faculty.

Community: Strengthen mentoring programs for residents, fellows, and faculty to enhance professional growth and academic success in teaching, research, and patient care. Maintain an active alumni network.

Social Responsibility: Maintain a commitment to the surrounding community by addressing barriers to care for children while empowering and advocating for patients and their families to improve health.

Compassion: Work with patients, families, and colleagues in a compassionate and empathetic environment. Treat all with respect and dignity.

Communication: Create strong communication pathways among students, residents, fellows, faculty, alumni, and the community.



**Healthcare Workforce Advancement Fund (HWAFF)**

Retainee

**Training Proposal for:**

**Community Hospital of the Monterey Peninsula**

**Contract Number: ET23-0383**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** Sacramento

**Analyst:** J. Fetsch

**PROJECT PROFILE**

Contract Attributes:	HWAFF (Alt/Gen Funds)	Industry Sector(s):	Services (G)
	Retrainee		Healthcare (62)
	Priority Rate		Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
	Medical Skills Training		
	HUA		
Counties Served:	Monterey	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 2,609	U.S.: 2,609	Worldwide: 2,609
<u>Turnover Rate:</u>	9%		
<u>Managers/Supervisors:</u> (% of total trainees)	9%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$2,397,750

<b>Total ETP Funding</b>
\$499,698

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Contractual Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate Medical Skills Training	Business Skills, Computer Skills, MS-Didactic, MS-Preceptor	426	8-400	0	\$1,173	\$26.76
				Weighted Avg: 51			

**\*Post-Retention Wage is the Contractual Wage**

**Minimum Wage by County:** Job Number 1: \$22.66 per hour in Monterey County.

**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.

**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe

Although employer provides health benefits, they are not being used to meet Post-Retention Wage.

**Current Wage Range by Occupation**

Occupation Titles	Actual Wage Range	Estimated # of Trainees
Behavioral Health	\$26.76-\$47.90	6
Certified Nurse Assistant	\$26.76-\$41.40	35
Clinical Technician	\$26.76-\$76.25	25
Physical Therapist	\$26.76-\$77.48	15
Occupational Therapist	\$26.76-\$77.48	15
Speech Therapist	\$26.76-\$77.48	15
Emergency Services Technician	\$27.46-\$42.51	10
Pharmacy Technician	\$27.76-\$53.48	10
Phlebotomist	\$28.21-\$43.67	10
Imaging Technician	\$33.40-\$94.36	20
Licensed Vocational Nurse	\$35.70-\$55.23	5
Respiratory Therapist	\$41.31-\$71.29	10
Registered Nurse	\$63.17-\$118.23	250

**HEALTHCARE WORKFORCE ADVANCEMENT FUND (HWF) PROPOSAL**

Community Hospital of the Monterey Peninsula as a Single Employer Contractor, is eligible for HWAF in accordance with Governor Newsom FY 22/23 budget, approved in AB178. Pursuant to Unemployment Insurance Code section 10214.6, the Panel has adopted HWAF guidelines to expend \$25 million in general fund dollars as an Alternative Funding Source program.

## **INTRODUCTION**

Founded in 1934 and headquartered in Monterey, Community Hospital of the Monterey Peninsula (CHOMP) ([www.montagehealth.org/locations/profile/community-hospital-monterey-peninsula](http://www.montagehealth.org/locations/profile/community-hospital-monterey-peninsula)) is a subsidiary of Montage Health. The non-profit hospital offers comprehensive medical services to patients all over Monterey County with 258 acute care beds and 28 skilled nursing beds. In addition to the hospital, CHOMP has six healthcare specialty sites located throughout Monterey. This is CHOMP's first ETP Contract.

### **Veterans Program**

Although a Veterans Job Number is not included, CHOMP values the Veteran work force and encourages all Veterans to apply through standard personnel recruitment efforts.

## **HWAF PROJECT DETAILS**

### **Employer Need & Trainee Population**

Countywide, nearly 16% of our population is over the age 65, and in the Hospital's immediate service area, this age group makes up an even larger portion of the population. Older adults require more services and often have comorbidities such as diabetes, high blood pressure, and obesity, all of which are higher in this county compared to the rest of California. The Hospital is also working to address the mental health needs of the community. About a third (34%) of county residents describe their mental health as "fair or poor" compared to 13 percent nationally. This demonstrates a need for expanding mental health services—for both adults and children. Later this year, CHOMP will open a 55,000 square foot residential and outpatient youth mental health facility to meet this growing need. Behavioral health technicians, entry-level behavioral health workers, provide patient care by assisting licensed workers with tasks such as leading group therapy sessions, helping to ensure patient safety, and supporting inpatient care.

In Monterey County, there is a demand for entry-level Registered Nurses and Allied Healthcare workers to fill vacant and New Hire positions. The supply of Registered Nurses and Allied Healthcare workers is qualitatively reported to be tight, contributing to hiring challenges.

Registered Nurses will make up roughly 50% of the trainee population. Allied Healthcare occupations account for about 40% and includes Certified Nurse Assistants (CNA), Licensed Vocational Nurses (LVN), Phlebotomists, Technicians (Clinical, Emergency, Imaging, Pharmacy), and Therapists (Physical, Occupational, Respiratory, Speech). Supervisors and Management will make up less than 10% of total trainees. Behavioral Health occupation types are included and comprise about 1% of the training population.

Employees at the CHOMP reflect the population and demographic diversity of Monterey County, which includes the rural regions of the Salinas Valley.

### **Career Advancement / Pathway & Wage Progression – High Road Strategies**

The provisions within AB 178 state these funds shall be made available to support the Employment Training Panel training health and social workers. This funding shall meet the requirements of "high road" as specified in Sections 14005 and 14013 of the Unemployment Insurance (UI) code which defines "high road" as a set of economic and workforce development strategies to achieve economic growth, economic equity, shared prosperity and a clean environment. The strategies include, but are not limited to, interventions that: (1) Improve job quality and job access, including for women and people from underserved and underrepresented populations. (2) Meet the skill and

profitability needs of employers. (3) Meet the economic, social, and environmental needs of the community.

CHOMP demonstrates its commitment to High Road aligned objectives through its community college partnership. CHOMP and Monterey Peninsula College jointly formed a nursing school 40 years ago and continue to share the costs to operate. The Hospital is also dedicated to identifying and meeting changing healthcare needs. The population of the Monterey Peninsula is predominantly elderly presenting a unique challenge to the organization with approximately 50% of patients dependent on Medicare. To provide quality patient care, improve patient safety, and reduce costs, the Hospital has developed and refined a strategic training plan to enhance the skills of its entry-level Registered Nurses and Allied Healthcare workers. Skills training improves employee satisfaction, facilitates career progression, and improves employee retention.

CHOMP Unit Orientation training provides an intensive three to six weeks of training for New Hire Registered Nurses and new to specialty practice Registered Nurses. Unit Orientation training participants are projected to receive 144 hours of training on average. Medical Skills training will result in certifications for Advanced Life Support, Basic Life Support, CNA and Pediatric Advanced Life Support. Clinical and non-clinical preceptor training is an important element of CHOMP's training program. Preceptor training provides entry-level healthcare workers a supportive educational environment to learn and apply hands on skills. Computer Skills training needs include Epic medical record software training. Epic medical records software is widely adopted in Monterey County, and a transferable skill. Moxi Robots are being piloted at Community Hospital of the Monterey Peninsula in 2023, Moxi Robot training will be provided to Registered Nurses and clinical staff.

CHOMP is committed to employee skills development, career progression, and wage increases. Professional Development and Educational Services provides training and supports for entry-level employees that continues throughout career progression, resulting in increased employee satisfaction and retention. Evidence of employee retention success is reflected in the 9% turnover rate.

Within the Registered Nurse occupation type there are promotion levels and specialized roles in surgical, maternal health, intensive care, emergency, and other departments. Management positions are commonly held by and available to Registered Nurses; management is supported by planned leadership training.

Quick Start training addresses the onboarding needs of entry-level Allied Healthcare workers and New Hires.

Unit Orientation training is delivered to new nurses, new to a specialty, or new to health care. Unit Orientation training provides three to six (3-6) weeks of intensive one-on-one preceptor training with supporting materials.

Clinical Skills training for Registered Nurses and Allied Healthcare occupations receive certifications as a training outcome, including:

- Advanced Life Support
- Basic Life Support
- CNA
- Pediatric Advanced Life Support

The Hospital reports that although the wage progression may not occur immediately following the post-training retention period, a market salary survey performed each spring projected to reflect and result in salary increases of 10% by 2025 for some entry-level Registered Nurses and Allied Healthcare workers.

## Impact & Outcomes

Consistent with Panel goals and identified workforce needs, the HWAF Guidelines approved by the Panel identify intended outcomes to address the healthcare and behavioral health workforce needs. CHOMP has specified the following results it intends to achieve as a result of training funded by the HWAF, and how.

The HWAF investment in CHOMP will support medical and behavioral health needs of the community by increasing the quality of a much needed service in the area.

## Diversity, Equity, and Inclusion (DEI) Plan / Policy

CHOMP has provided ETP with a copy of its DEI policy (attached).

## Contract Term Length

CHOMP expects to complete all training and retention by March 30, 2027.

## Training Plan

Training will be delivered via Class/Lab/E-Learning/Medical Skills-Didactic/Preceptor Training in the following:

**Business Skills:** Training will be offered to all occupations and will improve business functions of the Hospital. Training topics include Critical Communication Skills, Crisis Prevention Intervention, Critical Thinking Skills, Documentation Skills, Team Building Skills, and Organization & Time Management Skills.

**Computer Skills:** Training will be offered to all occupations and will improve software skills. Training topics include Moxi Robot Kiosk Navigation, Loading, and Cleaning, Epic Electronic Medical Records Application Skills, and Patient Billing and Accounts Receivable Tracking Skills.

**Medical Skills (Didactic):** Training will be offered to all occupations. These trainees will receive training that is pertinent to their main job functions. Training topics include Basic Life Support, Care of Pediatric Patients, Critical Care Nursing Skills, and Emergency Room Nursing Skills.

**Medical Skills (Preceptor):** Training will be offered to all occupations and include Burn Center Unit Training, Intensive Care Unit, Medical/Surgical Unit Training, and Surgical Services Unit Training.

## High Unemployment Area

Trainees (Job Number 1) work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Company's locations in Monterey County is in an HUA.

### ➤ Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. However, the Company is not requesting a wage modification.

**Commitment to Training**

The Hospital's annual training budget is approximately \$3,072,750 for new hire orientations, company policies, basic training, staff development and safety training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

**➤ Training Infrastructure**

The Director of Professional Development and Educational Services will manage the overall project with the assistance of the Assistant Director of Professional Development and Educational Services to oversee the training and be responsible for scheduling, collecting and submitting the training rosters. Training will be delivered by experts at two locations, the Hospital and the Ryan Ranch outpatient location. The Hospital has also hired an administrative subcontractor to assist with project administration.

**DEVELOPMENT SERVICES**

Dunton Consulting, Inc. in Monterey assisted with development of this proposal at no cost.

**ADMINISTRATIVE SERVICES**

Dunton Consulting, Inc. will also perform administrative services for a fee of not to exceed 13% of payment earned.

**TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Business Skills**

- Case Management/Discharge Planning
- Charge Nurse Training/Frontline Leadership Skills
- Conflict Resolution Skills
- Crisis Prevention Intervention
- Critical Communications Skills
- Critical Thinking Skills
- Culturally Appropriate Care
- Customer Service Skills
- Documentation Skills
- Leading at Montage
- Organization & Time Management Skills
- Patient & Family Centered Care Skills
- Preceptor Skills (Train-the-Trainer)
- Resiliency Training
- Team Building Skills
- Utilization Review

#### **Computer Skills**

- Epic Electronic Medical Records Application Skills
- Moxi Robot Kiosk Navigation, Loading, and Cleaning
- Patient Billing and Accounts Receivable Tracking Skills

#### **Medical Skills (Didactic)**

- Acute Psychiatric Care
- Acute Myocardial Infarction
- Advanced Cardiac Life Support
- Arterial Blood Gas Interpretation
- Behavioral Health Nursing Skills
- Basic Life Support
- Body Mechanics
- Care of Bariatric Patient
- Care of the Cardiac Patient
- Care of the Burn Patient
- Care of the Neurosurgical Patient
- Care of Pediatric Patients (Acute Care, Intensive Care)
- Care of the Stroke Patient
- Central Lines Management
- Chest Tube Care & Management
- Code Blue Response & Procedures
- Critical Care Nursing Skills
- Decontamination Procedures
- Diabetes Care & Management

- Dysrhythmia Recognition & Interpretation
- Educating the Patient & Family
- EKG & Cardiac Monitoring
- Electronic Fetal Monitoring (Beginning & Advanced)
- Emergency Care of the Burn Patient
- Emergency Room Nursing Skills
- Equipment Skills (IV pumps, cardiac telemetry, vital signs, pulse-oximeter, ventilators, specialty beds & mattresses, etc.)
- Evidence Based Practices
- Gastrointestinal Assessment & Management
- Hemodynamic Monitoring
- Infection Control
- Intra-Aortic Balloon Pump Therapy
- Intra-Cranial Pressure Monitoring & Ventriculostomy
- Intravenous Insertion & Therapy
- Kinetic Therapy
- Labor, Delivery, & Postpartum Nursing Skills
- Management of the Renal Transplant Surgical Patient
- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Moderate Sedation
- Neonatal Advanced Life Support
- Neonatal/Infant Pain Scale
- Neonatal Intensive Care Unit Nursing Skills
- Neonatal Nursing Skills
- Neonatal Resuscitation Provider
- New Graduate Nursing Skills
- Nurse Orientation Training (for New Grads only)
- Nursing Diagnosis Skills
- Nursing Process Skills
- OB Trauma
- Oncology Nursing Skills
- Orthopedic Nursing Skills
- Ostomy & Continence Care
- Pain Management (Acute & Chronic)
- Patient Assessment & Care
- Patient Fall Prevention
- Pediatric Advanced Life Support
- Peri-Operative Nursing Skills
- PICC Line Insertion
- Pre and Post-Operative Care
- Psychiatric Nursing Skills
- Psychotropic Medications
- Rapid Response Skills
- Renal Assessment & Management
- Respiratory Assessment & Care
- Restraints
- Surgical Nursing Skills

- S.T.A.B.L.E.
- Telemetry Nursing Skills
- Total Parenteral Nutrition
- Transfer Techniques
- Triage Nursing Skills
- Trauma Nursing Skills
- Ventilator & Tracheotomy Care
- Versant New Graduate Program Skills
- Wound & Skin Care

### **Medical Skills (Preceptor)**

#### Behavioral Health/Psychiatric Acute Care Services Unit

- Acute Psychiatric Care
- Behavioral Health Nursing Skills
- Care of Pediatric/Adolescent
- Psychiatry Patient
- Electroconvulsive Therapy Skills
- Patient Assessment & Care

#### Burn Center Unit Training

- Care of the Burn Patient
- Emergency Care of the Burn Patient
- Patient Assessment & Care

#### Emergency Department Training

- Care of Pediatric Patients
- Emergency Care of the Burn Patient
- Emergency Room Nursing Skills
- OB Trauma
- Trauma Nursing Skills
- Triage Nursing Skills

#### Intensive Care Unit/Critical Care Unit Training

- Care of Trauma Patient
- Critical Care Nursing Skills
- Hemodynamic Monitoring
- Intra-Aortic Balloon Pump Therapy
- Intracranial Pressure Monitoring & Ventriculostomy
- Management of the Renal
- Transplant Surgical Patient
- Patient Assessment & Care
- Pre & Post-Operative Care
- Ventilator & Tracheotomy Care

#### Long Term Care Unit

- Geriatric Nursing Skills
- Hospice Nursing Skills
- Med/Surg Nursing Skills
- Oncology Nursing Skills
- Orthopedic Nursing Skills
- Patient Assessment & Care
- Pre & Post-Operative Care

**Medical/Surgical Unit Training**

- Management of the Renal
- Transplant Surgical Patient
- Medical/Surgical Nursing Skills
- Oncology Nursing Skills
- Orthopedic Nursing Skills
- Patient Assessment & Care
- Pre & Post-Operative Care
- Neonatal Intensive Care Unit Training
- Neonatal Advanced Life Support
- Neonatal Intensive Care Unit Nursing Skills
- Neonatal Resuscitation Provider
- Neonatal/Infant Pain Scale
- Palliative Care
- Patient Assessment & Care

**Obstetrics Unit Training**

- Advanced & Electronic Fetal Monitoring
- Antepartum, Labor, Delivery & Postpartum Skills
- Neonatal Intensive Care Unit Nursing Skills
- Neonatal Resuscitation Provider
- Patient Assessment & Care
- S.T.A.B.L.E.

**Operating Room and Post-Anesthesia Care Unit Training**

- Care of the Burn Patient
- Patient Assessment & Care
- Peri-Operative Nursing Skills
- Pre & Post-Operative Care
- Trauma Nursing Skills

**Pediatric Services Unit**

- Care of Pediatric Patients (Acute Care, Intensive Care)
- Patient Assessment & Care
- Pre & Post-Operative Care

**Rehabilitation Services Unit Training**

- Medical/Surgical Nursing Skills
- Patient Assessment & Care
- Post-Neurological Injury Nursing Skills
- Post-Orthopedic Surgery Nursing Skills
- Post-Trauma Injury Nursing Skills
- Pre & Post-Operative Care

**Special Care Unit Training**

- Critical Care Nursing Skills
- Hemodynamic Monitoring
- Patient Assessment and Care
- Total Parenteral Nutrition
- Ventilator & Tracheotomy Care

**Surgical Services Unit Training**

- Patient Assessment & Care
- Pre & Post-Operative Care

- Surgical Nursing Skills
- Trauma Nursing Skills

Telemetry Unit Training

- Care of the Neurosurgical Patient
- Care of the Cardiac Patient
- Dysrhythmia Interpretation
- EKG & Cardiac Monitoring
- Intravenous Therapy
- Oncology Nursing Skills
- Pre & Post-Operative Care
- Telemetry Nursing Skills



## Diversity, Equity & Inclusion (DEI)



### Our Mission

Montage Health strives to be an inclusive, diverse, and equitable national leader in delivering culturally and clinically competent care. Our commitment to diversity, equity, and inclusivity extends to our patients, workforce, and community.

### Vision

Montage Health believes that integrating the values of diversity, equity, and inclusion into our organizational culture strengthens every aspect of our enterprise.

### Values

Montage Health understands that diversity, equity, and inclusion are essential to the care we provide to our communities, both internal and external.

- **Diversity** is an all-encompassing term that embraces unique backgrounds, experiences, abilities, and ideas. We view diversity as an opportunity to learn from differences in age, race, ethnicity, religion, culture, national origin, language, ability, sexual orientation and gender identity.
- **Equity** seeks to identify and eliminate obstacles that create professional disadvantages. By taking into account individual challenges, we aim to create access, opportunities, and resources that mitigate barriers to growth and success.
- **Inclusion** involves creating and maintaining a safe workplace that fosters a sense of belonging, empowering members of our workforce to be their authentic selves and reach their full potential.



## Healthcare Workforce Advancement Fund (HWAFF)

Retrainee-Job Creation

Training Proposal for:

### Family Healthcare Network

Contract Number: ET23-0369

Panel Meeting of: June 9, 2023

ETP Regional Office: San Diego

Analyst: S. Phillips

#### PROJECT PROFILE

Contract Attributes:	HWAFF (Alt/Gen Funds) Priority Rate Job Creation Initiative Medical Skills Training	Industry Sector(s):	Services (G) Healthcare (62)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Fresno, Kings, Placer, Sacramento, and Tulare (Central Valley, CA)	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 1,674	U.S.: 1,674	Worldwide: 1,674
<u>Turnover Rate:</u>	18%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

#### FUNDING DETAIL

<b>In-Kind Contribution</b>
\$1,241,120

<b>Total ETP Funding</b>
\$749,340

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Contractual Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate Medical Skills Training	Medical Skills - Didactic, Medical Skills - Preceptor, Literacy Skills	64	8-400	0	\$2,300	\$22.66
				Weighted Avg: 100			
2	Retrainee Job Creation Initiative Medical Skills Training	Medical Skills – Didactic, Medical Skills – Preceptor, Literacy Skills	170	8-400	0	\$3,542	\$18.54
				Weighted Avg: 154			

**\*Post-Retention Wage is the Contractual Wage**

**Minimum Wage by County: Job Number 1 (Retrainee)** - \$22.66 per hour for Fresno, King, Placer, Sacramento and Tulare Counties; **Job Number 2 (Job Creation)** - \$18.54 per hour for for Fresno, King, Placer, Sacramento and Tulare Counties.

**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.

**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe

Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Number 1 and up to \$1.50 per hour may be used to meet the Post-Retention Wage for Job Number 2.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1 – Retrainee</b>		
Dental Assistant	\$18.00-\$20.00	5
	\$20.01-\$26.00	5
Medical Assistant	\$18.00-\$20.00	20
	\$20.01-\$25.00	10
Registered Dental Assistant (RDA)	\$18.00-\$20.00	3
	\$20.01-\$25.00	4
	\$25.01-\$27.00	1
Optometry Assistant	\$18.00-\$20.00	3
	\$20.01-\$25.00	2
Dispensary Clerk	\$18.00-\$20.00	3
	\$20.01-\$25.00	4
	\$25.01-\$27.00	4
<b>Job Number 2 – Job Creation</b>		
Dental Assistant	\$18.00-\$20.00	5
	\$20.01-\$25.00	5

Dispensary Clerk	\$18.00-\$20.00	5
	\$20.01-\$25.00	5
Community Healthcare Worker	\$18.00-\$20.00	10
	\$20.01-\$25.00	10
	\$25.01-\$27.00	10
Medical Assistant	\$18.00-\$20.00	45
	\$20.01-\$25.00	45
Registered Dental Assistant (RDA)	\$18.00-\$20.00	10
	\$20.01-\$25.00	5
	\$25.01-\$27.00	5
Optometry Assistant	\$18.00-\$20.00	5
	\$20.01-\$25.00	5

## **HEALTHCARE WORKFORCE ADVANCEMENT FUND (HWF) PROPOSAL**

Family Healthcare Network as a Single Employer Contractor, is eligible for HWF in accordance with Governor Newsom FY 22/23 budget, approved in AB178. Pursuant to Unemployment Insurance Code section 10214.6, the Panel has adopted HWF guidelines to expend \$25 million in general fund dollars as an Alternative Funding Source program.

### **INTRODUCTION**

Founded in 1940 with headquarters in the Central Valley in California, Family Healthcare Network (FHCN) (<https://www.fhcn.org/>) is a non-profit organization specializing in comprehensive medical, dental and surgical services. Specifically, the Company provides mobile medical services for low income clients located in rural areas of Central California.

The Company has over 400 locations throughout the Central Valley with 10 of those locations participating in this project. The participating locations are in Fresno, King, Placer, Sacramento, and Tulare Counties.

This will be FHCN's first ETP project.

### **Committed to 10% wage increase**

In accordance with the Panel approved HWF Guidelines, priority will be given to applicants with demonstrated wage progression of 10% or more from the start of training to the end of trainee retention period.

FHCN has committed to a 20% wage increase at the end of the trainee's specified post-training retention period from its wage at the start training. Trainees are reviewed at 90 day intervals and based on progress are designated for a wage increase. Therefore as part of the necessary adjustment to requested funding, FHCN has adjusted to a maximum of \$750,000 because of its wage increase commitment and agreed contract terms.

## **Veterans Program**

Although the Company is not adding an additional job number for veterans, FHCN has partnered with SkillBridge to ensure that job opportunities are available to veterans in the area.

## **Retrainee - Job Creation**

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage.

In the last 18 months, FHCN has added an additional 4 locations to meet current demand. With the assistance of ETP funding, FHCN can hire, onboard, and train additional staff to bring both jobs and healthcare to rural areas throughout Northern California. Therefore, FHCN will hire 170 new employees (Job Number 2) to staff locations in rural areas covering Allensworth, Farmersville, Laton, Poplar Richgrove and more. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

## **HWAF PROJECT DETAILS**

### **Employer Need & Trainee Population**

California's Central Valley has some of the highest population of senior aged constituents requiring a higher level of medical care. California predicts an increase in seniors aged sixty-five to seventy; a 120% from 1995 to 2023. By 2025, there will be one senior potentially in need of health care to every 2.3 healthcare worker. This impact on health care services, along with the continually changing legislation and regulatory demands creates significant need to ramp up staff in healthcare occupations; a problem even more pronounced in the Central Valley.

As one of the largest allied healthcare employers in California's rural Central valley, FHCN also provides secure jobs to marginal populations in the area. However, without the necessary training, employees lack the skills necessary for upward mobility. Further, during 2020, the Company lost about 10% of its workforce. Additionally, within the Central Valley, underrepresented populations have suffered disproportionately due to lack of services. Specifically, minorities, minorities whom English is a second language, women, parents returning the workforce, single parents, at-risk youth, and Veterans have been most affected. This has created a crisis as there is now a shortage of workers to meet current demands; leaving rural locations severely understaffed and the population with necessary healthcare. There is currently a demand for over two hundred Medical assistants, sixty Community healthcare workers, forty Phlebotomists, fifty-five CNA's, and thirty Dental Assistants, Hygienists, and Optical Staff. Therefore, it is critical for FHCN to recruit and train staff to fill open positions so that the Company can continue to serve understaffed/underserved populations. FHCN's goal is to serve these populations, delivering much needed healthcare by staffing up locations in rural areas; as well as provide much needed jobs to rural, at-risk populations.

As such, training is also necessary to increase literacy and remedial skills, life skills, medical math, ESL, technology skills, to name a few. And while there are some vocational training programs, these programs are often inaccessible due to costs. In short, these employees lack critical skills to become employed in the healthcare field. The training included in this proposal will enable employees to gain the skills necessary to work the jobs in the occupations and prepare for certifications necessary for career advancement to other proposed health care professions within the industry. Further, the training provided under this proposal will fill jobs that pay a wage 38% higher than is typical for underserved populations in California's Central Valley.

## **Career Advancement/Pathway & Wage Progression – High Road Strategies**

The provisions within AB 178 state these funds shall be made available to support the Employment Training Panel training health and social workers. This funding shall meet the requirements of “high road” as specified in Sections 14005 and 14013 of the Unemployment Insurance (UI) code which defines “high road” as a set of economic and workforce development strategies to achieve economic growth, economic equity, shared prosperity and a clean environment. The strategies include, but are not limited to, interventions that: (1) Improve job quality and job access, including for women and people from underserved and underrepresented populations. (2) Meet the skill and profitability needs of employers. (3) Meet the economic, social, and environmental needs of the community.

The Central Valley has a high unemployment rate, an increase in poverty, low high school graduation rates which have been further exacerbated by COVID-19. Therefore, the proposed training plan will not only fill critical needed healthcare positions within the Central Valley, but also train an unskilled segment of underserved populations which includes women, minorities, parents returning to the workforce, single parents, at risk youth and Veterans. The training in this proposal will also assist with creating a ladder career path for all populations in the represented demographics. The interdependence and partnership created by this proposal incorporates Adult Education and School Districts. This partnership will continue to assist in putting underserved Central Californians in high wage jobs with a designated career path in occupations within the medical skills community. Without this partnership, the path toward these jobs, and the ability to fill these jobs will be difficult. Further this partnership will benefit both FHCN, as well as our communities and underserved populations.

This proposal notes specific training for specific occupations that have an entry wage and a wage progression that happens at 3-month intervals until the trainee passes certification, at which point the trainee attain the top-level wage. Dependent upon the specific program, the time frame for certification will range from six months to eighteen months. The program is designed so that at the end of the training, the trainee will see a minimum wage progression of 20%. Further all occupations within this application will receive cross training within allied healthcare, which increases the ability for upward mobility and the ability to earn a higher wage. For example, a community health care worker can cross train as a Medical Assistant, or other occupations available such as LVN or even RN. Dental Assistants have a direct path to become a registered dental assistant (RDA).

### **Impact & Outcomes**

Consistent with Panel goals and identified workforce needs, the HWAF Guidelines approved by the Panel identify intended outcomes to address the healthcare and behavioral health workforce needs. FCHN has specified the following results and how it intends to achieve them as a result of training funded by the HWAF.

The program has created an innovative way toward pathways for medical skills training that incorporates wrap around resources and both Didactic and preceptor training from FHCN. It is a one stop shop for recruiting, training, and placement within FHCN, at no cost to trainees. Further, the program has been engineered to create pathways to other high skilled programs through cross training. Moreover, it allows trainees with learning and remedial needs to be trained, coached and mentored in entry level jobs, gaining experience necessary to move into high-level medical careers. Finally, the partnership with area community centers, cultural centers, At Risk Youth and importantly the partnership with Porterville and Visalia Adult Education create a web of training resources, wrap around services and networking to bring every available underserved trainee into a great career and living wage jobs in Central and Rural Central California. The goal is to provide

opportunities for trainees to earn living wages for underserved populations, California and bring healthcare to an aged population in Central Valley, California.

### **Contract Term Length**

Contract terms may be up to four (4) years. FHCN expects to complete all training and retention by March 30, 2027.

### **Training Plan**

Training will be delivered via Class/Lab/E-Learning/Medical Skills-Didactic/Preceptor as follows:

**Literacy Skills:** This training will be offered to all trainees. Trainees will receive training in the following: English as a Second Language (ESL), Medical Math, Terminology, Life skills and Technology skills.

**Medical Skills (Didactic):** This training will be offered to medical assistants, community healthcare workers, dental assistants, optical assistants, and dispensary techs. These trainees will receive training in the following (not limited to): medical term 350, therapeutic communication, patient scheduling, medical insurance, billing & coding, basic anatomy & terminology, first aid, medication administration & dosing, injections, assessing healthcare & social services systems, translating, interpreting & facilitating client-provider communications, working with clinicians, managing chronic conditions, trauma informed care, dental terminology, dental infection control, scheduling appointments, lens add-ons, frame repair, ocular anatomy, and informing the patient proper prescription use.

**Medical Skills (Preceptor):** This training will be offered to medical assistants, community healthcare workers, dental assistants, optical assistants, and dispensary techs. These trainees will receive training in the following (not limited to): medical term 350, therapeutic communication, patient scheduling, medical insurance, billing & coding, basic anatomy & terminology, first aid, medication administration & dosing, injections, assessing healthcare & social services systems, translating, interpreting & facilitating client-provider communications, working with clinicians, managing chronic conditions, trauma informed care, dental terminology, dental infection control, scheduling appointments, lens add-ons, frame repair, ocular anatomy, and informing the patient proper prescription use.

### **Alternate Recordkeeping**

Staff has reviewed and approved the Company's request to use an alternate recordkeeping.

### **Temporary to Permanent Hiring**

The Company will train 80 workers under Panel guidelines for the Temporary-to-Permanent program (Job Number 2). The Company has retained these employees on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. The average time for "converting" temporary workers into full-time permanent employment is 3 months. It is expected that these workers will receive employer-paid share-of-cost for healthcare premiums while on temporary status, and upon hire into full-time permanent employment.

Under Panel guidelines for the Temporary to Permanent program, these trainees must be eligible to participate in ETP-funded training pursuant to Unemployment Insurance Code Section 10201(c). Trainees cannot be enrolled until after they have been hired by the Company into full-time, permanent employment. Until they are hired, retention and post-retention wage requirements cannot be met, and the Company will not receive progress payments.

➤ Retention Modification

The Panel may also modify the retention period for these trainees. Retention is at least 180 consecutive days full-time with one employer. Full-time employment means 30 hours per week.

### **Commitment to Training**

FHCN's current training budget is \$125,000 per year. Current training includes FHCN's community health care worker to medical assistant program as well as a dental assistant program that provides a career path to a Registered Dental Assistant. ETP funding will allow the FHCN to recruit and train to fill critical positions. Additionally, it will allow the company to focus on building career pathways for entry level allied healthcare workers, and to bring remedial learning resources (through Adult Education Partners) to potential employees that would otherwise not have access to high wage jobs. This funding is critical to the Central Valley's ability to reach a level of staffing where ongoing training efforts can be sustainable.

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

FCHN has ten training supervisors that will assist with administration and management of the program. The Company has three employees who have experience working in ETP-funded contracts, and therefore have experience administering an ETP project. The Company will have monthly meetings to discuss performance and program needs to ensure project success. FHCN will utilize the ten FHCN employees mentioned above to manage all participating locations, each managing a set number of locations to ensure training is completed per plan, and training rosters are collected and reviewed for compliance. The Company has also hired an administrative subcontractor to assist with project administration. The regional trainers will collect and review rosters for completeness and send them to an administrative subcontractor.

Coordinating through FHCN's ten HR/Training managers will include responsibility for completing schedules, ensuring the training staff and resources are scheduled and available and training is completed.

### **DEVELOPMENT SERVICES**

The Company retained Synergy Management Consultants, LLC in Grass Valley to assist with development of this proposal for a flat fee of \$25,000.

### **ADMINISTRATIVE SERVICES**

The Company retained Synergy Management Consultants, LLC in Grass Valley to perform administrative services in connection with this proposal for a fee of not to exceed 13% of payment earned.

### **TRAINING VENDORS**

Other trainers will be identified as they are retained.

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Literacy Skills**

- . ESL
- . Medical Math
- . Terminology
- . Life Skills
- . Technology Skills

#### **Medical Skills (Didactic)**

##### **MEDICAL ASSISTANT**

- . Medical Term 350
- . Administrative Assisting
- . History of Medicine
- . Therapeutic Communication
- . Coping Skills
- . Legal & Ethics
- . Telecommunications
- . Patient Scheduling
- . Medical Records
- . Written Communication
- . Medical Insurance
- . Medical Billing & Coding
- . Medical Abbreviations
- . Medical Presentations
- . Medical Office Simulation Software
- . Basic Anatomy & Terminology
- . Vital Signs
- . Universal Precautions & Infection Control
- . HIV/AIDS Information
- . Introduction to Phlebotomy
- . Electrocardiograms
- . Healthcare Provider BLS/CPR
- . First Aid
- . Medication Administration & Dosing
- . Injections
- . Medical Documentation
- . Examinations
- . Office Surgeries
- . Diagnostic Imaging
- . Lab Safety & Guidelines
- . Lab Testing
- . Communications
- . Technical Knowledge & Skills
- . Responsibility
- . Ethics & Legal Responsibilities
- . Anatomy & Physiology

- . Communicable Diseases
- . Communication
- . Gerontology
- . Growth & Development
- . Leadership & Supervision
- . Maternity
- . Medical Surgical – Cardiovascular
- . Medical Surgical – Endocrine
- . Medical Surgical – Gastrointestinal
- . Medical Surgical – Genitourinary
- . Medical Surgical – Integumentary
- . Medical Surgical – Musculoskeletal
- . Medical Surgical – Neurosensory
- . Medical Surgical – Respiratory
- . Nursing Fundamentals
- . Nursing Process
- . Nutrition
- . Patient Education
- . Pediatrics
- . Pharmacology
- . Psychology-Mental Health Nursing
- . Rehabilitation Nursing

#### COMMUNITY HEALTHCARE WORKER

- . Accessing Healthcare & Social Services Systems.
- . Practicing Cultural Competency
- . The Pathophysiology (Disease Processes) of Different Diseases
- . Social Determinants of Health
- . Translating, Interpreting & Facilitating Client-Provider Communications
- . Gathering Information for Medical Providers
- . Working with Clinicians
- . Supporting Family Members & Caregivers
- . Delivering Services as part of Medical Home Team
- . Educating Social Services Providers on Community & Population needs
- . Teaching Concepts of Disease Prevention & Health Promotion to Patients
- . Understanding how the CHW's Work Aligns with Health Systems Goals
- . Managing Chronic Conditions, Including Training on Lifestyle Strategies, Risk Factors, Self-Monitoring & Medications
- . Engaging in Health Prevention & Promotion Activities
- . Home Visiting
- . Liability, Legal & Ethical Issues
- . Trauma-Informed Care
- . Stigma & Community Prejudices
- . HIPAA & Patient Privacy
- . Safety
- . Mental Health
- . Motivational Interviewing & Public Speaking
- . Utilizing Technology, Including Mobile Applications & Electronic Health Records
- . Evaluation & Research

**DENTAL ASSISTANT**

- Dental Office Introduction
- Dental Terminology
- Dental Anatomy
- Charting/ Patient Records
- Ethics/ Confidentiality
- Dental Infection Control
- Dental Emergencies
- Dental Specialties
- Dental Office Procedures
- Dental Safety
- Dental Tools
- Oral Health & Prevention
- Radiographic Imaging
- Assisting
- Dental Materials
- Certification Exam Prep

**OPTICAL ASSISTANT/ DISPENSARY TECH**

- Reception
- Scheduling Appointments & Confirming
- Informing Patients of Prescriptions
- Corresponding with Customers via Email
- Frame & Lens Dispensing
- Lens Add-Ons
- 2<sup>nd</sup> Pair Specific Task RX (i.e. Sunglasses)
- Frame Repair
- Fees Presentation
- RX Neutralization
- Communicating with Vendors & the Lab
- Custom Ordering
- Optical Tools/ Lensometer
- Ocular Anatomy
- Frame Adjustments
- Explanation of how to use the Lenses
- Informing the Patient Proper Prescription Use
- Initial Assessment with Patient's Full intake Case History
- Troubleshooting to correct Patients' Problems with Prescriptions
- Assessing Visual Acuities
- Patient Advising on Contract Lens use

**Medical Skills (Preceptor)****MEDICAL ASSISTANT**

- Vital Signs
- Electrocardiograms
- Moving Patients
- Medication Administration & Dosing
- Injections
- Examinations
- Office Surgeries
- Diagnostic Imaging

- Lab Testing
- Gerontology/ Working with Aged Patients
- Growth & Development
- Medical Surgical – Cardiovascular
- Medical Surgical – Endocrine
- Medical Surgical – Gastrointestinal
- Medical Surgical – Genitourinary
- Medical Surgical – Integumentary
- Medical Surgical – Musculoskeletal
- Medical Surgical – Neurosensory
- Medical Surgical – Respiratory
- Nursing Processes/ Assisting
- Pediatrics
- Psychology – Mental Health Nursing
- Rehabilitation Nursing

#### DENTAL ASSISTANT

- Charting/ Patient Records
- Dental Infection Control
- Dental Emergencies
- Dental Specialties
- Dental Safety
- Dental Tools
- Oral Health & Prevention
- Radiographic Imaging
- Assisting

#### OPTICAL ASSISTANT/ DISPENSARY TECH

- Informing Patients of Prescription
- Checking in Prescriptions
- Frame & Lens Dispensing
- Lens Add-Ons
- 2<sup>nd</sup> Pair-Specific Task RX (i.e. Sunglasses)
- Frame Repair
- Writing RX Lab Order
- Internet VSP RX Lab Order
- Completed RX Verification
- Rx Neutralization
- Communication with Vendors & the Lab
- Customer Ordering
- Optical Tool/ Lensometer
- Ocular Anatomy
- Frame Adjustments
- Explanation of How to use Lenses
- Informing the Patient Proper Prescription Use
- Initial Assessment with Patients' Full Intake Case History
- Troubleshooting to Correct Patients' Problems with Prescriptions
- Assessing Visual Acuities
- Patient Advising on Contact Lens Use



**Healthcare Workforce Advancement Fund (HWAFF)**

**Training Proposal for:**

**Lompoc Hospital District Foundation dba Lompoc  
Valley Medical Center**

**Contract Number: ET23-0366**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** Sacramento

**Analyst:** J. Dongallo

**PROJECT PROFILE**

Contract Attributes:	HWAFF (Alt/Gen Funds) Priority Rate Medical Skills Training CNA to LVN Retrainee	Industry Sector(s):	Services (G) Healthcare (62)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Santa Barbara	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 867	U.S.: 867	Worldwide: 867
<u>Turnover Rate:</u>	4%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$1,353,100

<b>Total ETP Funding</b>
\$499,928

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Contractual Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate Medical Skills Training	Computer Skills, Cont. Impr., MS-Didactic, MS-Preceptor	247	8-400	0	\$2,024	\$22.66
				Weighted Avg: 88			

**\*Post-Retention Wage is the Contractual Wage**

**Minimum Wage by County: Job Number 1:** \$22.66 per hour for Santa Barbara County  
**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.

**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe

Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Number 1.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1 – Retrainee</b>		
Certified Nursing Assistant (CNA)	\$20.16 - \$25.00	17
	\$25.01 - \$27.14	28
Entry Level Nurse	\$41.00 - \$60.87	112
Licensed Vocational Nurse (LVN)	\$27.70 - \$38.36	5
Medical Assistants	\$20.16 - \$25.00	15
	\$25.01 - \$27.14	25
Technician Staff	\$28.24 - \$58.76	30
Therapist (Respiratory, Occupational, Physical, Speech)	\$31.88 - \$ 58.17	15

**HEALTHCARE WORKFORCE ADVANCEMENT FUND (HWF) PROPOSAL**

Lompoc Hospital District Foundation dba Lompoc Valley Medical Center, as a Single Employer Contractor, is eligible for HWF in accordance with Governor Newson FY 22/23 budget, approved in AB178. Pursuant to Unemployment Insurance Code section 10214.6, the Panel has adopted HWF guidelines to expend \$25 million in general fund dollars as an Alternative Funding Source program.

**INTRODUCTION**

Founded in 1946 and headquartered in Lompoc, Lompoc Hospital District Foundation dba Lompoc Valley Medical Center (LVMC) is a non-profit organization specializing in acute

healthcare services. It provides safe, high-quality, compassionate and patient-centered healthcare services within its community.

LVMC employs 584 professionals at 5 locations throughout the city of Lompoc (Santa Barbara County), all locations will participate in this project.-This will be LVMC's first ETP Contract.

### **Veterans Program**

While LVMC is not seeking a separate job number for veterans, it values the Veteran work force and encourages all Veterans to apply through standard personnel recruitment efforts.

### **HWAF PROJECT DETAILS**

#### **Employer Need & Trainee Population**

Southern California has some of the highest population of senior aged constituents requiring a higher level of medical care. California predicts a 120% increase in seniors aged sixty-five to seventy from 1995 to 2023. The expectation by 2025 is one senior potentially in need of health care to every 2.3 healthcare worker. This impact on health care services, creates significant need to ramp up staff in healthcare occupations in Santa Barbara County.

As one of the significant allied healthcare employers in Lompoc Valley, LVMC also provides secure jobs to marginal populations in the area. Being a rural district hospital and the Lompoc Valley's primary provider of healthcare services presents a unique set of challenges. Rural residents are confronted by many obstacles, including a shortage of physicians and other providers, hospital closures, higher maternal morbidity and mortality rates, and limited access to treatment for opioid use disorder. LVMC has identified specific training goals and objectives that will equip staff with the knowledge and skills to support new initiatives and provide quality care to our patients. However, without the necessary training, employees will lack the skills necessary for upward mobility.

Additionally, the COVID-19 pandemic has demonstrated that California's healthcare workers put themselves on the frontlines for their community. The pandemic has also exacerbated the state of California's healthcare workforce shortages. Even before the pandemic, California was experiencing a growing shortage of healthcare professionals, especially in rural areas, and the pandemic has had a multiplying effect on that crisis. According to the Next Generation of The Healthcare Workforce Learning Collaborative published September 7, 2022, "Like in other sectors, the healthcare workforce is rapidly aging: over a quarter of all physicians are over 60 years old, the average age of a nurse is over 50. Additionally, the onset of the COVID-19 pandemic exacerbated these issues to an extreme and accelerated flight from the healthcare delivery field dramatically. LVMC will provide critical skills training to the workforce identified herein to help address the shortage of workers within the Lompoc area and Santa Barbara County. Bringing new entrants into the healthcare workforce and upskilling existing workers to promote their career pathway progression and retention has a multiplier effect on the economy.

It is, also, critical for LVMC to recruit and train staff to fill open positions so that the Company can continue to serve understaffed/underserved populations. The Company's goal is to serve these populations, delivering much needed healthcare by staffing up locations in rural areas; as well as provide much needed jobs to rural, at-risk populations.

#### **Career Advancement / Pathways & Wage Progression – High Road Strategies**

The provisions within AB 178 state these funds shall be made available to support the Employment Training Panel training health and social workers. This funding shall meet the requirements of

“high road” as specified in Sections 14005 and 14013 of the Unemployment Insurance (UI) code which defines “high road” as a set of economic and workforce development strategies to achieve economic growth, economic equity, shared prosperity and a clean environment. The strategies include, but are not limited to, interventions that: (1) Improve job quality and job access, including for women and people from underserved and underrepresented populations. (2) Meet the skill and profitability needs of employers. (3) Meet the economic, social, and environmental needs of the community.

LVMC is committed to ensuring equity from the inside out by strengthening its diversity and fostering a culture of inclusion. The Company recognizes that each person has an area of expertise and that their contribution is critical to its success. Equity ensures fair treatment and opportunities for its employees. The LVMC community has tremendous diversity in the population and workforce. The Company currently has 29 nationalities represented within the organization. All employees are eligible for training and development opportunities, career pathway progression, tuition assistance, and a wage increase to support their forward trajectory. The training included in this proposal will enable employees to gain the skills necessary to work the jobs in the occupations listed above and prepare for certification necessary for career advancement to other health care professions within the industry.

LVMC builds structured learning and development, experiential learning, supervision and mentoring, and career pathway awareness into its programs to engage their workforce in training, as well as, a career mindset that supports future advancement, personal and professional growth as they achieve wage gains and promotions.

It offers sponsorship to Certified Nursing Assistants (CNA's) seeking to advance their career to that of a Licensed Vocational Nurse (LVN), covering the program tuition of \$3,000, subsequently advancing them to an LVN following completion of their course and passing their board exam. This certificate program allows individuals to sit for the LVN board exam but does not provide clinical training. LVMC is committed to investing in the individual by providing an extensive clinical education and training program to prepare them for their clinical role as an LVN. This career advancement increases applicable wage ranges from \$18.56-25.58/hour as a CNA to \$27.81-\$38.36/hour as an LVN.

LVMC internally offers a certificate course through the Director of Staff Development for a career as a Certified Nursing Assistant. Those accepted into the program are hired as LVMC employees earning a wage of \$15.50 an hour throughout their six-week training period. These individuals are then offered advancement to a CNA (\$18.56-\$25.58/hour) after completing their board exam. They then receive further education and training to prepare them for their role as a CNA. These individuals are also eligible for \$6,000 per year in tuition reimbursement if they choose to further advance their education and career as an LVN or Registered Nurse.

LVMC reports that although the wage progression may not occur immediately following the post-training retention period, wage progression will occur as follows: Trainees are reviewed at 90 day intervals and based on progress are designated for a wage increase. Based on the wage progression provided, LVMC anticipates approximately 60-75% of the trainee population will receive a wage increase of at least 10% during the term of the project.

## **Impact & Outcomes**

Consistent with Panel goals and identified workforce needs, the HWAF Guidelines approved by the Panel identify intended outcomes to address the healthcare and behavioral health workforce needs. LVMC has specified the following results it intends to achieve as a result of training funded by the HWAF, and how.

The program will create further pathways for medical skills training that incorporate resources for both Didactic and Preceptor training from LVMC. The goal of the ETP funding is to provide opportunities for trainees to earn living wages for within their community. VGML will continue to offer regionally competitive salaries, retirement plans, and tuition assistance for those who want to continue their formal education. LVMC will be able to expand structured and unstructured learning and development opportunities, which promotes interest in career pathway opportunities, providing access to skills and wage increases allowing employees to develop their entire career trajectory at LVMC.

### **Diversity, Equity, and Inclusion (DEI) Plan / Policy**

LVMC has provided ETP with a copy of its DEI policy (attached).

### **CNA to LVN**

ETP will fund training for 45 CNAs in LVNs skills in Job Number 1.

### **Contract Term Length**

Contract terms may be up to four years. LVMC expects to complete all training and retention by March 30, 2027.

### **Training Plan**

Training will be delivered via Class/Lab and E-Learning in the following:

**Computer Skills:** Training will be offered to all occupations to improve software skills. Training topics include E-Med Order Entry Skills and Electronic Medical Records Application Skills.

**Continuous Improvement:** Training will be offered to all occupations to improve learned skills. Training topics include Case Management/Discharging Planning, Conflict Resolution Skills, Critical Thinking Skills, Documentation Skills, Telemetry Nursing Skills and Utilization Review.

**Medical Skills (Didactic):** This training will be offered to CNA, Entry Level Nurse, LVN and Medical Assistants. These trainees will receive training topics such as Acute Myocardial Infarction, Advanced Cardiac Life Support, Body Mechanics, Care of the Stroke Patient, Critical Care Skills, Diabetes Care & Management, EKG & Cardiac Monitoring and Emergency Room Nursing Skills.

**Medical Skills (Preceptor):** This training will be offered to Certified Nursing Assistant, Entry Level Nurse, Licensed Vocational Nurse and Medical Assistants. These trainees will receive training topics such as Admission to the Hospital, Advanced Directives, Age Specific Competencies, Airway Management, Application of Dressings, Arterial Line Skills, Assessment Skills, Cardiac Monitoring, Chest Tube Management, Code Protocols and Core Measures.

### **Alternate Recordkeeping**

Staff has reviewed and approved the Company's request to use an alternate recordkeeping method.

### **Commitment to Training**

The Company's total annual training budget is approximately \$1,000,000 for new hire orientations, company policies, basic training, staff development, and safety training.

ETP funds will allow the Company to expand its class/lab and clinical training efforts, cross-train, and offer additional skills enhancement trainings to current and newly-hired nursing and allied healthcare staff to support the Company's growth plans.

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The Chief Nursing Officer will be working with the Director of Staff Development to oversee the training and are responsible for scheduling, collecting and submitting the training rosters to a full-time administrator who will input into the ETP systems to ensure accuracy. In addition, the Administrative Lead of Education/Special Projects Manager will meet monthly with all department directors to in-house experts at all five locations in Santa Barbara County. The Company has also hired an administrative subcontractor to assist with project administration.

### **DEVELOPMENT SERVICES**

Training Funding Partners in Fountain Valley assisted with development of this proposal for a flat fee of \$21,500.

### **ADMINISTRATIVE SERVICES**

Training Funding Partners will also perform administrative services in connection with this proposal for a fee of not to exceed 13% of payment earned.

### **TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Computer Skills**

- E-Med Order Entry Skills
- Electronic Medical Records Application Skills

#### **Continuous Improvement Skills**

- Case Management/Discharge Planning
- Communications Skills
- Conflict Resolution Skills
- Clinical Outcomes in Routine Evaluation Measures
- Crisis Prevention Intervention
- Critical Thinking Skills
- Culturally Appropriate Care
- Customer Service Skills
- Documentation Skills
- Organization and Time Management Skills
- Patient and Family Centered Care Skills
- Preceptor Skills (Train-the-Trainer)
- Performance and Quality Improvement and Procedures Skills
- Telemetry Nursing Skills
- Team Building Skills
- Utilization Review

#### **Medical Skills (Didactic)**

- Acute Myocardial Infarction
- Acute Psychiatric Care
- Advanced Cardiac Life Support
- Arterial Blood Gas Interpretation
- Basic Life Support
- Body Mechanics
- Care of Pediatric Patients (Acute Care, Intensive Care)
- Care of the Cardiac Patient
- Care of the Neurosurgical Patient
- Care of the Stroke Patient
- Central Lines Management
- Chest Tube Care & Management
- Code Blue Response & Procedures
- Critical Care Skills
- Decontamination Procedures
- Diabetes Care & Management
- Dysrhythmia Recognition & Interpretation
- Educating the Patient & Family
- EKG & Cardiac Monitoring
- Electronic Fetal Monitoring (Beginning & Advanced)

- Emergency Care of the Burn Patient
- Emergency Room Nursing Skills
- Equipment Skills (IV pumps, cardiac telemetry, vital signs, pulse-oximeter, ventilators, specialty beds and mattresses, etc.)
- Evidence Based Practices
- Gastrointestinal Assessment and Management
- Hemodynamic Monitoring
- Infection Control
- Intravenous Insertion & Therapy
- Medical/Surgical Care Skills
- Medication Administration & Management
- New Graduate Nursing Skills
- New Graduate Program Skills
- Nursing Specialty Skills
- Orthopedic Care Skills
- Ostomy & Continence Care
- Pain Management (Acute & Chronic)
- Palliative Care
- Patient Assessment & Care
- Patient Care Process Skills
- Patient Fall Prevention
- Pediatric Advanced Life Support
- Peri-operative Nursing Skills
- PICC Line Insertion
- Pre and Post Operative Care
- Rapid Response Skills
- Renal Assessment & Management
- Respiratory Assessment & Care
- Restraints
- Surgical Care Skills
- Telemetry Care Skills
- Total Parenteral Nutrition
- Tracheotomy Care
- Transfer Techniques
- Wound & Skin Care

### **Medical Skills (Preceptor)**

- Admission and Care of the Term Neonate
- Admission to the Hospital
- Advanced & Electronic Fetal Monitoring
- Advanced Directives
- Age Specific Competencies
- Airway Management
- Antepartum, Labor, Delivery and Postpartum Skills
- APGAR Scoring
- Application of Dressings
- Application of Dressings, Splints, Slings and Immobilizers
- Arterial Line Skills

- Assessment Skills
- Assisting with Lumbar Puncture, Chest Tubes, Intubation, Insertion of Central Lines
- Breastmilk Handling, Storage and Administration of Donor Breast Milk
- Cardiac Monitoring
- Cardiovascular Assessment Skills
- Care of Bariatric Patients
- Chest Tube Management
- CHF Pathophysiology, Risks and Medications
- Circulating Nurse Skills
- Code Protocols
- Code Stroke Procedure
- Communication
- Core Measures
- Coroner Cases
- Critical Care Skills
- Delegating and Prioritizing
- Determining Patients Psychological Status
- Discharge Readiness/Discharges
- ECG and Dysrhythmia Recognition and Monitoring Skills
- Emergency Room Nursing Skills
- Emergent Situations
- End of Life Care
- Endoscopic and Minimally Invasive Surgery
- Endoscopy Skills
- Enhanced Recovery After Surgery
- ENT Nursing Skills
- Environmental Safety
- Environmental Sanitation
- Ethical Practices
- Facilitating the Optimal Patient Environment
- Fall Prevention
- General Inhalation Agents
- Hemodynamic Monitoring
- Hemostasis
- High Alert Medications
- Hypothermia Prevention and Management
- Induction and Augmentation of Labor
- Infant and Pediatric Security
- Infection Control
- Instrumentation
- Internal Uterine Activity Monitoring
- Interventional Radiology
- Intracranial Pressure Monitoring
- Invasive Hemodynamic Monitoring
- IV Therapy Neonates
- Labor, Delivery and Postpartum Nursing Skills
- Legal and Clinical Documentation Competency

- Magnesium Administration and Severe Hypertension
- Malignant Hyperthermia
- Management of Tachysystole
- Massive Transfusion Protocol
- Medical Surgical Nursing Skills
- Medical Terminology
- Medication Administration
- Microbiology and Sterile Processing
- Moderate Sedation
- Monitoring Strict Intake and Output
- Neonatal Advanced Life Support
- Neonatal Intensive Care Unit Nursing Skills
- Neonatal Jaundice, Nursing Skills
- Neonatal Resuscitation Provider
- Neonatal/Infant Pain Scale
- Neurologic Assessment Skills
- Newborn Hearing Screening
- Non-Stress Tests
- Care in the event of a patient death
- Nursing Skills Procedures
- Nutritional Status Assessment Skills
- OB Patients Without Prenatal Care
- OB Trauma
- Organ Donation
- Orthopedic Nursing Skills
- Oxygen Administration Neonates
- Pain Assessment, Monitoring and Documentation Skills
- Pain Management
- Pasero Opioid Sedation Scale
- Patient and Family Education
- Patient Assessment and Care
- Patients' Rights
- Pediatric Case Studies
- Peri-anesthesia Fluid Management, Management of Postoperative Nausea and Vomiting
- Peri-anesthesia/Peri-operative Nursing Skills
- Perioperative Equipment
- Pharmacology
- Phototherapy Care Neonates
- Physician Orders
- Positioning of Patient for Regional Anesthesia and Surgical Patient
- Pre and Post Operative Care
- Pre and Post Operative Care
- Pre-anesthesia History and Assessment, Care and Preprocedural Teaching
- Pressure Injury Prevention
- Procedural sedation
- Rapid Sequence Intubation Skills
- Recognition of Abnormal Arterial Blood Gas Values

- Recognition of Abnormal Lab Values
- Recognition of Adventitious Breath Sounds and Abnormal Respiratory Sepsis
- Reportable Incidences and Quality Reporting
- RhoGAM Administration
- STABLE
- Safe Use of Surgical Energy
- Scrubbing, Gowning, and Gloving
- Sepsis
- Setting Realistic Expectations and Protecting Yourself from Lawsuits
- Shoulder Dystocia
- Skin Antisepsis
- Specimen Collection Skills
- STEMI protocol
- Sterilization and Disinfection
- Surgical Draping and Instrumentation
- Surgical Nursing Skills
- Surrogate Births Registration Process
- Total Parenteral Nutrition
- Transfer of Neonate to and From Another Facility
- Transfers
- Transmissible Infection Prevention
- Trauma Nursing Skills
- Trauma/Triage Nursing Skills
- Ultrasound Guided IV Insertion
- Umbilical Cord Collection
- Use of specialized equipment
- Vitamin K Administration Neonate
- Wound Care
- Wound Closure and Wound Healing
- Wound Vac Dressing Change and Management

**Equity and Inclusion Policy**

It is LVMC's policy to make all decisions related to the provision of care, the employment of our staff, and the engagement of medical staff without regard to race, color, ancestry, religion, creed, national origin, physical disability, mental disability, medical/genetic condition, marital status, age, military/veteran status, sex (including gender, pregnancy, sexual orientation, gender expression, gender identity).

**Our Core Values**

- Integrity – honesty and maintenance of strong moral principles
- Respect – acknowledging everyone's abilities, qualities, and achievements
- Transparency – open and candid in all our activities
- Excellence – accepting nothing less than our very best
- Collaboration – working jointly and professionally in all our activities
- Stewardship – responsible management of the resources entrusted to us

**Our Focus**

**Patients.** Excellence in healthcare starts with a foundation of inclusion, compassion, and respect for our patients and each other. We are committed to meeting the social, cultural, linguistic, and spiritual needs of our patients, their families, and the communities we serve. Our commitment to putting patients first means we recognize and affirm each individual's unique and intrinsic worth. This is the heart of equity of care.

**Colleagues.** LVMC is committed to ensuring equity from the inside out by strengthening our diversity and fostering a culture of inclusion. We recognize that each person has an area of expertise and that his or her contribution is critical to our success. Equity in this instance ensures fair and just treatment of and opportunities for coworkers.

**Suppliers.** In collaboration with Vizient – LVMC's partner Group Purchasing Organization (GPO) – we are committed to expanding partnerships with a diverse range of businesses, including those owned and operated by people of color, women, veterans, and members of the LGBTQ+ community and members of socially and economically disadvantaged groups.



**Healthcare Workforce Advancement Fund (HWAFF)**

**Training Proposal for:**

**Northbay Healthcare Corporation**

**Contract Number: ET23-0385**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** Sacramento

**Analyst:** J. Dongallo

**PROJECT PROFILE**

Contract Attributes:	HWAFF (Alt/Gen Funds) Priority Rate Medical Skills Training CNA to LVN Retrainee	Industry Sector(s):	Services (G) Healthcare (62)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Solano	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 2,682	U.S.: 2,682	Worldwide: 2,682
<u>Turnover Rate:</u>	12%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$1,053,375

<b>Total ETP Funding</b>
\$499,928

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Contractual Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate Medical Skills	Computer Skills, Cont. Impr., MS-Didactic, MS-Precetor	247	8-400	0	\$2,024	\$22.66
				Weighted Avg: 88			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County: Job Number 1:** \$22.66 per hour for Solano County  
**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.  
**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe  
 Although employer provides health benefits, they are not being used to meet Post-Retention Wage.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1 – Retrainee</b>		
Certified Nursing Assistant	\$22.66 - \$25.00	7
	\$25.01 - \$32.94	8
Entry Level Nurse/RN	\$65.66 - \$93.00	170
Licensed Vocational Nurse	\$29.00 - \$38.42	5
Medical Assistants	\$23.41 - \$25.00	8
	\$25.01 - \$31.98	15
Technician/Technologist/Therapist	\$22.66 - \$25.00	19
	\$25.01 - \$60.00	15

**HEALTHCARE WORKFORCE ADVANCEMENT FUND (HWF) PROPOSAL**

NorthBay Healthcare Corporation as a Single Employer Contractor, is eligible for HWF in accordance with Governor Newsom FY 22/23 budget, approved in AB178. Pursuant to Unemployment Insurance Code section 10214.6, the Panel has adopted HWF guidelines to expend \$25 million in general fund dollars as an Alternative Funding Source program.

**INTRODUCTION**

Founded in 1956 and headquartered in Fairfield, NorthBay Healthcare Corporation (NorthBay Health) is a non-profit organization providing advanced healthcare services throughout Solano County. It provides primary care, urgent care, joint replacement, heart health, women’s health, neurosurgery, cancer treatment and other high-quality patient-centered healthcare services within its community. NorthBay Health employs 2,682 professionals and five locations throughout

Solano County, where training will be conducted: Fairfield and Vacaville. This will be NorthBay Health's first ETP Contract.

## **Veterans Program**

While NorthBay Health is not seeking a separate job number for veterans, it values the Veteran work force and encourages all Veterans to apply through standard personnel recruitment efforts. NorthBay Health works with Veteran Services in Solano County and local workforce development boards to source Veteran talent.

## **HWAF PROJECT DETAILS**

### **Employer Need & Trainee Population**

Prior to the pandemic, California already faced a massive shortage of healthcare workers. During the pandemic the healthcare worker population decreased more dramatically. According to the Next Generation of The Healthcare Workforce Learning Collaborative published September 7, 2022, "Nearly 20% of the healthcare workforce have left positions since the beginning of the pandemic." In addition, a published article by Charles R. Drew from the University of Medicine and Science, entitled "Shortage of Healthcare Professionals in California", the health and well-being of Californians is compromised by both a significant health workforce shortage and a growing mismatch between population needs and available services. Of particular concern: Insufficient supply of health professionals and frontline workers, especially in primary care, prevention, behavioral health, and aging-related services; Imbalanced geographic distribution, with too few health workers in rural areas and inner-city urban areas, and an oversupply of some types of workers in urban areas; Limited cultural and language match between providers and populations; and Barriers to fully utilizing health workers and technological innovations.

Consistent with The US Department of Labor's market data report of almost 8,000 job openings for Registered Nurses in California, NorthBay Health is experiencing an acute workforce shortage in the areas of: Nursing (79 current openings), Technician/Technologist/Therapist (56 current openings), and Medical Assistant (5 current openings), Certified Nurse Assistant (5 current openings) and Licensed Vocational Nurse (4 current openings). This impact on health care services, along with the continually changing legislation and regulatory demands creates significant need to ramp up staff in healthcare occupations in Solano County.

As one of the significant allied healthcare employers in Solano County, NorthBay Health serves the rural agricultural community in Fairfield and Vacaville. According to 2021 County data, 9.9% of Solano County residents live below poverty and 23.8% have a high school diploma or equivalency. NorthBay Health's Talent Acquisition team has worked within the community at career fairs, vocational schools and high schools, to provide industry guidance and knowledge to students who are interested in local healthcare professions. In addition, NorthBay Health is reinstating its Nurse Camp, which is a three day program available to students within the graduating class of 2023 to 2026. This program provides direct experiences in the nursing environment. NorthBay Health's programs are taught by healthcare professionals and feature hands-on skills and interactive learning opportunities.

To continue to align its healthcare worker needs with the community, NorthBay Health has identified specific training goals and objectives to support new initiatives and provide quality care to their patients. New entrants into the healthcare workforce and upskilling existing workers to promote their career pathway progression and retention has a multiplier effect on the community's economy. It is also critical for NorthBay Health to recruit and train staff to fill open positions so it can continue to serve underserved populations. Their goal is to serve these populations, deliver much needed healthcare, as well as employment in rural areas. The training included in this

proposal will enable employees to gain the skills necessary to work the jobs in the occupations listed above and prepare for certification necessary for career advancement to other health care professions.

### **Career Advancement / Pathways & Wage Progression – High Road Strategies**

The provisions within AB 178 state these funds shall be made available to support the Employment Training Panel training health and social workers. This funding shall meet the requirements of “high road” as specified in Sections 14005 and 14013 of the Unemployment Insurance (UI) code which defines “high road” as a set of economic and workforce development strategies to achieve economic growth, economic equity, shared prosperity and a clean environment. The strategies include, but are not limited to, interventions that: (1) Improve job quality and job access, including for women and people from underserved and underrepresented populations. (2) Meet the skill and profitability needs of employers. (3) Meet the economic, social, and environmental needs of the community.

NorthBay Health builds structured learning and development, experiential learning, supervision and mentoring, and career pathway awareness into its programs to engage their workforce in training, as well as, a career mindset that supports future advancement, personal and professional growth as they achieve wage gains and promotions. The Company is focused on engaging its workforce in opportunities to continue advancing staff skills to support career advancement in the healthcare fields, while paying family-supporting wages. NorthBay Health pathway programs offers career and wage progression, combined with employment benefits, tuition reimbursement, and work-life balance programs aligns with The California Workforce Development Board’s definition of a High Road Employer – those that “pay family-supporting wages, compete based on the quality of their services and products, and engage workers and their representatives in the project of building skills and competitiveness.” Additionally, NorthBay Health supports the employee’s desire to continue education with tuition reimbursement, adjusted work schedules and supportive education. NorthBay Health has established new positions allowing CNAs and LVNs to advance into roles that will offer them the opportunity to gain new skillsets working in acute care units, while actively pursuing their BSN and/or RN license.

NorthBay Health’s development programs are structured to support a career advancement and a pathway of increased wage progression. Accordingly, it reports that although the wage progression may not occur immediately following the post-training retention period, wage progression will occur as follows: An RN, also known as a Clinical Nurse I (starting at \$65.66 per hour) can enter into a 12 month residency program upon hire. With gained experience and training, a Clinical Nurse I can promote to a Clinical Nurse II (starting at \$69.10 per hour), and continue the career advancement from Clinical Nurse III – V all the way up to a Clinical Nurse Supervisor (starting at \$77.87 per hour). Entry level Technologists will start at \$44.76 per hour and advance to \$57.24 per hour. Medical Assistants with only high school diplomas can start at \$23.41 per hour and progress to \$28.45 per hour with all the required training and certifications. Finally, CNAs with only high diplomas can start at \$22.29 per hour can progress to entry-level LVNs starting at \$29.00 per hour and advance to a Clinical Resources LVN starting at \$34.67 per hour.

### **Impact & Outcomes**

Consistent with Panel goals and identified workforce needs, the HWAF Guidelines approved by the Panel identify intended outcomes to address the healthcare and behavioral health workforce needs. NorthBay Health has specified the following results it intends to achieve as a result of training funded by the HWAF, and how.

The HWAF investment in NorthBay Health will support its outcomes of creating and ensuring a diverse workplace across all aspects of their network – from patient care and honoring the diversity of their families to their workforce, medical staff, volunteers, vendors, suppliers, and community benefit investments. NorthBay Health is deeply committed to reducing inequities and health disparities. This is done collaboratively. The Community Health Needs Assessment (CHNA) is a unique opportunity for the Company to partner with other health systems, non-profit organizations, public health leaders, and residents to identify and prioritize the community's significant health needs. Through the CHNA, the six health needs that emerged as top concerns in Solano County were access to care, housing, income and employment, mental and behavioral health, community safety, and transportation. Addressing these issues will help NorthBay Health better invest their resources and position them to efficiently reduce inequities in the communities.

NorthBay Health also provides free Basic Life Support training for firefighters and first responders. In addition, the Company have an adopt-a-school program to support schools in underserved areas; provide a Nurse Camp Program to expose high school students to different departments where nurses work in the Hospital; a Nurse Academy Program where NorthBay Health nurses visit Solano County high schools educating students on the nursing profession; and provide rotations for clinical, non-clinical, pharmacy, and medical assistant students. Another example is the Company's Crisis Outreach Services which provides mental health assessments, de-escalation and stabilization, short-term support, advocacy, and referral to community services and education.

### **Diversity, Equity, and Inclusion (DEI) Plan / Policy**

NorthBay Health has provided ETP with a copy of its DEI policy (attached).

### **CNA to LVN**

ETP will fund training for 15 Certified Nursing Assistants (CNA) in Licensed Vocational Nurse (LVN) skills in Job Number 1.

### **Contract Term Length**

Contract terms may be up to four years. NorthBay Health expects to complete all training and retention by June 2027.

### **Training Plan**

Training will be delivered via Class/Lab and E-Learning in the following:

**Computer Skills:** Training will be offered to all occupations and will improve software skills. Training topics include E-Med Order Entry Skills, Electronic Medical Records Application Skills and Oracle Enterprise Resource Planning System Skills.

**Continuous Improvement:** Training will be offered to all occupations and will improve learned skills. Training topics include Case Management/Discharging Planning, Communication Skills, Conflict Resolution Skills, Critical Thinking Skills, Customer Service Skills, Documentation Skills, Telemetry Nursing Skills and Utilization Review.

**Medical Skills (Didactic):** Training will be offered to all Certified Nursing Assistant, Entry Level Nurse/RN (170), Licensed Vocational Nurse and Medical Assistants. Training topics include Acute Myocardial Infarction, Advanced Cardiac Life Support (ACLS), Body Mechanics, Care of the Stroke Patient, Critical Care Skills, Diabetes Care & Management, EKG & Cardiac Monitoring, Emergency Room Nursing Skills, Hemodynamic Monitoring, Infection Control, Nursing Diagnosis

Skills, Orthopedic Nursing Skills, PICC Line Insertion, Patient Fall Prevention, Rapid Response Skills, Surgical Nursing Skills, Telemetry Nursing Skills and Transfer Techniques.

**Medical Skills (Preceptor):** Training will be offered to all Certified Nursing Assistant, Entry Level Nurse/RN (170), Licensed Vocational Nurse and Medical Assistants. Training topics include Emergency Room Nursing Skills, Trauma Nursing Skills, Care of Pediatric Patients, Hemodynamic Monitoring, Care of trauma Patient, Management of Renal transplant Surgical Patient, Orthopedic Nursing Skills, Oncology Nursing Skills, Palliative Care, Neonatal Nursing Skills, Surgical Nursing Skills, Telemetry Nursing Skills and Care of the Neurosurgical Patient.

### **Alternate Recordkeeping**

Staff has reviewed and approved the Company's request to use an alternate recordkeeping method.

### **Commitment to Training**

The Company's total annual training budget in CA is approximately \$690,000 for new hire orientations, company policies, basic training, staff development, and safety training. ETP funds will allow the Company to expand its class/lab and clinical training efforts, cross-train, and offer additional skills enhancement trainings to current and newly-hired nursing and allied healthcare staff to support the Company's growth plans.

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

#### ➤ Training Infrastructure

The Director of Talent and Organizational Development (DTOD) will manage the overall project. In addition, the DTOD will work with two professional development specialist to oversee the training and be responsible for scheduling, collecting and submitting the training rosters to a full-time administrator who will input into the ETP systems to ensure accuracy. Training will be delivered by in-house experts to deliver training at all five locations in Solano County. The Company has also hired an administrative subcontractor to assist with project administration.

### **DEVELOPMENT SERVICES**

Training Funding Partners in Fountain Valley assisted with development of this proposal for a flat fee of \$19,500.

### **ADMINISTRATIVE SERVICES**

Training Funding Partners will also perform administrative services for a fee of not to exceed 13% of payment earned.

### **TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Computer Skills**

- E-Med Order Entry Skills
- Electronic Medical Records Application Skills
- Oracle Enterprise Resource Planning System Skills

#### **Continuous Improvement Skills**

- Case Management/Discharge Planning
- Charge Nurse Training/Frontline Leadership Skills
- Coaching Skills
- Communications Skills
- Conflict Resolution Skills
- CORE Measures
- Crisis Prevention Intervention
- Critical Thinking Skills
- Culturally Appropriate Care
- Customer Service Skills
- Documentation Skills
- Organization and Time Management Skills
- Patient and Family Centered Care Skills
- Preceptor Skills (train-the-trainer)
- Performance and Quality Improvement and Procedures Skills
- Team Building Skills
- Utilization Review

#### **Medical Skills (Didactic)**

- Acute Myocardial Infarction
- Advanced Cardiac Life Support
- Arterial Blood Gas Interpretation
- Basic Life Support
- Body Mechanics
- Care of the Neurosurgical Patient
- Care of Pediatric Patients (Acute Care, Intensive Care)
- Care of the Stroke Patient
- Central Lines Management
- Chest Tube Care & Management
- Code Blue Response & Procedures
- Critical Care Nursing Skills
- Decontamination Procedures
- Diabetes Care & Management
- Dysrhythmia Recognition & Interpretation
- Educating the Patient & Family
- EKG & Cardiac Monitoring
- Electronic Fetal Monitoring (Beginning & Advanced)

- Emergency Care of the Burn Patient
- Emergency Room Nursing Skills
- Equipment Skills (IV pumps, cardiac telemetry, vital signs, pulse-oximeter, ventilators, specialty beds and mattresses, etc.)
- Evidence Based Practices
- Gastrointestinal Assessment and Management
- Hemodynamic Monitoring
- Infection Control
- Intra-Aortic Balloon Pump Therapy
- Intra-Cranial Pressure Monitoring & Ventriculostomy
- Intravenous Insertion & Therapy
- Kinetic Therapy
- Labor, Delivery and Postpartum Nursing Skills
- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Moderate Sedation
- Neonatal Advanced Life Support
- Neonatal/Infant Pain Scale
- Neonatal Intensive Care Unit Nursing Skills
- Neonatal Nursing Skills
- Neonatal Resuscitation Provider
- New Graduate Nursing Skills
- Nurse Orientation Training (for New Grads only)
- Nursing Diagnosis Skills
- Nursing Process Skills
- OB Trauma
- Oncology Nursing Skills
- Orthopedic Nursing Skills
- Ostomy & Continence Care
- Pain Management (Acute & Chronic)
- Patient Assessment & Care
- Patient Fall Prevention
- Pediatric Advanced Life Support
- Peri-Operative Nursing Skills
- PICC Line Insertion
- Pre and Post-Operative Care
- Psychiatric Nursing Skills
- Psychotropic Medications
- Rapid Response Skills
- Renal Assessment & Management
- Respiratory Assessment & Care
- Restraints
- Robotic Equipment and Technology
- Surgical Nursing Skills
- STABLE
- Telemetry Nursing Skills
- Total Parenteral Nutrition
- Transfer Techniques

- Triage Nursing Skills
- Trauma Nursing Skills
- Ventilator and Tracheotomy Care
- New Graduate Program Skills
- Wound & Skin Care

### **Medical Skills (Preceptor)**

#### **Emergency Department Training**

- Care of Pediatric Patients
- Emergency Room Nursing Skills
- OB Trauma
- Trauma Nursing Skills
- Triage Nursing Skills

#### **Intensive Care Unit/Critical Care Unit Training**

- Care of Trauma Patient
- Critical Care Nursing Skills
- Hemodynamic Monitoring
- Intra-Aortic Balloon Pump Therapy
- Intracranial Pressure Monitoring & Ventriculostomy
- Management of the Renal Transplant Surgical Patient
- Patient Assessment & Care
- Pre and Post-Operative Care
- Ventilator & Tracheotomy Care

#### **Medical/Surgical Unit Training**

- Management of the Renal Transplant Surgical Patient
- Medical/Surgical Nursing Skills
- Oncology Nursing Skills
- Orthopedic Nursing Skills
- Patient Assessment & Care
- Pre and Post-Operative Care

#### **Neonatal Intensive Care Unit Training**

- Neonatal Advanced Life Support
- Neonatal Intensive Care Unit Nursing Skills
- Neonatal Resuscitation Provider
- Neonatal/Infant Pain Scale
- Palliative Care
- Patient Assessment & Care

#### **Obstetrics Unit Training**

- Advanced & Electronic Fetal Monitoring
- Antepartum, Labor, Delivery and Postpartum Skills
- Neonatal Intensive Care Unit Nursing Skills
- Neonatal Nursing Skills
- Neonatal Resuscitation Provider
- Patient Assessment & Care
- STABLE

#### **Operating Room and Post-Anesthesia Care Unit Training**

- Patient Assessment & Care
- Peri-Operative Nursing Skills

- Pre and Post-Operative Care
- Trauma Nursing Skills

**Surgical Services Unit Training**

- Patient Assessment & Care
- Pre and Post-Operative Care
- Surgical Nursing Skills
- Trauma Nursing Skills

**Telemetry Unit Training**

- Care of the Cardiac Patient
- Care of the Neurosurgical Patient
- Dysrhythmia Interpretation
- EKG & Cardiac Monitoring
- Oncology Nursing Skills
- Pre and Post-Operative Care
- Telemetry Nursing Skills

**Provide Employer Diversity/Equity/Inclusion Plan or Policy (if any)**

NorthBay's mission statement is Compassionate Care, Advanced Medicine, Close to Home. The compassionate care the Hospital provide extends to all individuals, and NorthBay recognizes that its team, and the Solano County community at large, are superbly diverse.

The Hospital believes that diversity strengthens them, and by welcoming and drawing from the staff's diverse experiences and backgrounds, the Hospital can elevate the quality of medicine to exceptional levels, making it possible for patients to stay close to home to receive quality care.

NorthBay respects, embraces and values the differences throughout the communities we serve, the patients we care for, and the staff we employ. The Hospital's staff practices living the NorthBay Way values, which consist of Caring, Collaboration, Competence, and Communication, instilling in their diversity, equality, and inclusion efforts as follows:

- **Caring:** practice inclusion by valuing diverse thoughts and perspectives. NorthBay recruits and hires candidates who reflect the cultural and socioeconomic differences present in the community.
- **Collaboration:** NorthBay operates as one team. Working together as a team fosters a feeling of trust and belonging. Differences make the team stronger and enable the Hospital to fulfill its mission, sustain its business objectives, and promote enhanced results and creative outcomes.
- **Competence:** Excellence drives its workforce. As such, employees maintain high technical standards and capabilities while also honoring and appreciating diverse thoughts, perspectives, and contributions.
- **Communication:** NorthBay values all opinions and strives to ensure that all are heard. Additionally, the Hospital proactively trains all staff with the intention of evolutionary growth, improved interactions, and respect for all.



**Healthcare Workforce Advancement Fund (HWAFF)**

**Training Proposal for:**

**Rady Children's Hospital - San Diego**

**Contract Number: ET23-0374**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** Sacramento

**Analyst:** J. Dongallo

**PROJECT PROFILE**

Contract Attributes:	HWAFF (Alt/Gen Funds) Priority Rate Medical Skills Training Retrainee	Industry Sector(s):	Services (G) Healthcare (62)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Diego, Riverside	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No United Nurses of Children's Hospital Local 1699		
Number of Employees in:	CA: 5,409	U.S.:5,500	Worldwide: 5,500
<u>Turnover Rate:</u>	1%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$1,527,876

<b>Total ETP Funding</b>
\$499,928

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Contractual Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate Medical Skills Training	Computer Skills, Continuous Impr, Medical Skills - Didactic, Medical Skills - Preceptor	247	8-400	0	\$2,024	\$22.66
				Weighted Avg: 88			

**\*Post-Retention Wage is the Contractual Wage**

**Minimum Wage by County: Job Number 1 (Retrainee)** - \$22.66 per hour for Riverside and San Diego Counties.  
**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.  
**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe  
 Up to \$1.70 per hour may be used to meet the Post-Retention Wage for Job Number 1.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1 – Retrainee</b>		
Behavioral Health Assistant	\$20.96 - \$25.00	15
	\$25.01 - \$27.14	25
New Graduate Registered Nurses	\$49.94 - \$76.20	177
Patient Care Associate (CNA)	\$20.96 - \$25.00	10
	\$25.01 - \$27.14	20

**HEALTHCARE WORKFORCE ADVANCEMENT FUND (HWF) PROPOSAL**

Rady Children’s Hospital – San Diego, as a Single Employer Contractor, is eligible for HWF in accordance with Governor Newsom FY 22/23 budget, approved in AB178. Pursuant to Unemployment Insurance Code section 10214.6, the Panel has adopted HWF guidelines to expend \$25 million in general fund dollars as an Alternative Funding Source program.

**INTRODUCTION**

Founded in 1954 and headquartered in San Diego, Rady Children’s Hospital – San Diego (RCH) is a non-profit organization and the only Hospital in the San Diego area that exclusively specializes in pediatric health care services. The Hospital employs 5,500 professionals and is the provider of care to 90% of the children in the San Diego region. RCH offers comprehensive pediatric medical services through one Pediatric Hospital, six satellite Neonatal Intensive Care Units (NICU), one satellite Pediatric Unit and six Urgent Care Centers.

The Hospital serves pediatric patients all across San Diego, Imperial and Southern Riverside Counties. Training will be conducted in all fourteen hospital locations, San Diego (4), Chula Vista (2), Murrieta (2), Escondido (2), La Jolla, Encinitas, La Mesa, and Oceanside. This is RCH’s first ETP contract.

## **Veterans Program**

Although the training plan does not include a Veteran Job Number, RCH values the Veteran work force and encourages all Veterans to apply through standard personnel recruitment efforts.

## **Union Support**

All New Graduate Registered Nurses are represented by United Nurses of Children's Hospital Local 1699. The union has submitted a letter of support for this training project.

## **HWAF PROJECT DETAILS**

### **Employer Need & Trainee Population**

According to a report released by the San Diego Workforce Partnership, San Diego's healthcare industry employs 186,000 workers in San Diego County, which is 5% of the population and 13% of overall employment. As San Diego's population ages, healthcare services ranging from nursing to physical therapy will become even more in-demand. The demand for RCH services in the areas served is expanding at a rapid rate. The workforce shortage in the healthcare industry already existed before the pandemic and continues to grow within all occupations. RCH is experiencing an acute workforce shortage in the areas of: Nursing (373 current openings and another 400-600 openings expected over the next 2-3 years), Patient Care Assistant/ Certified Nurse Assistant (48 current openings and another 100 openings expected over the next 2-3 years), and Behavioral Health Assistant (45 current openings and another 120 openings forecasted over the next 2-3 years). This impact on health care services, along with the continually changing legislation and regulatory demands creates significant need to ramp up staff in healthcare occupations in San Diego and Riverside Counties.

Additionally, the COVID-19 pandemic and its current long-term effects on the healthcare industry, has created an evolution to the Hospital's staffing approach moving forward. RCH and its affiliated hospitals and care centers described herein are working to address the healthcare worker shortage that existed before the pandemic and has been exacerbated by the additional strain put on the current healthcare workers on the frontlines of the pandemic. This critical shortage is coupled with the effects of the pandemic on every aspect of Hospital operations. RCH must onboard new workers with less prior experience and, at the same time, enhance the skills of existing staff to improve proficiencies in all areas and implement new medical equipment, techniques, and procedures that lead to optimal patient care outcomes. An added dimension to all training now includes new infectious disease protocols based on best practices established during the height of the COVID-19 pandemic. Bringing new staff into the healthcare workforce and increasing the skills of existing workers to promote their career pathway progression and retention will leave a positive effect on the economy. The training included in this proposal will enable employees to gain the skills necessary to work the jobs in the occupations listed in the chart above and create career advancement to other health care professions within the industry.

### **Career Advancement/Pathway - Wage Progression: High Road Strategies**

The provisions within AB 178 state these funds shall be made available to support the Employment Training Panel training health and social workers. This funding shall meet the requirements of "high road" as specified in Sections 14005 and 14013 of the Unemployment Insurance (UI) code which defines "high road" as a set of economic and workforce development strategies to achieve economic growth, economic equity, shared prosperity and a clean environment. The strategies include, but are not limited to, interventions that: (1) Improve job quality and job access, including for women and people from underserved and underrepresented populations. (2) Meet the skill and profitability needs of employers. (3) Meet the economic, social, and environmental needs of the community.

As one of the significant allied healthcare providers in San Diego and Southern California regions, RCH also partners with local adult education programs providing CNAs with advanced clinical placements for pre-hire exposure to our healthcare environment. The Hospital has developed an intensive senior clinical nursing preceptorship providing up to 240 hours per semester of advanced clinical exposure to increase competency pre-hire. In addition, RCH provides resume-building and interview workshops in partnership with our local colleges and universities. Two other programs include: FACES for the Future San Diego, which is a comprehensive health careers pathway program that prepares socio-economically diverse high school students in San Diego for careers that offer livable wages and upward mobility within the broad fields of science and health. In addition, The Rady Children's Medical Academy program provides learning and growth opportunities for high-school students with interest in pursuing careers in healthcare. RCH's programs are taught by healthcare professionals and feature hands-on skills and interactive learning opportunities. The Hospital has identified specific training goals and objectives that will support new initiatives and provide quality care to patients.

RCH's training outline will provide critical skills and knowledge attainment by promoting a family-supporting wage and the ability to advance along a career pathway and within the organization. Training programs provide technical skills needed to not only provide quality care for patients but also reflect the voice of its workforce. Training will include career pathway information and exposure to learning opportunities that contribute to lifelong learning and open the door to future career advancement. Learning will be contextualized to the needs of the individuals, including the opportunity to learn in a native language, basic work readiness, and basic medical terminology while still meeting the training standard for patient care.

The Hospital is committed to the skill attainment of its entire workforce. RCH will provide additional training needed to those entering the healthcare field, with adaptive modifications specific to their learning needs, whether it be language barriers, basic work readiness skills, basic understanding of medical terminology and patient care to ensure they are ready for this career path. New Graduate Registered Nurses, while having completed nursing school, generally have little to no clinical experience specific to RCH's patient base. After training within the first year of employment, newly hired staff (often identified as CN1) will gain valuable experience with the Hospital's processes, protocols, and technologies. Soon thereafter, successful attainment of the requirements and competencies will create promotional opportunities to a Clinical Nurse 2 (CNII). Additional opportunities for professional nursing advancement include specialty roles such as preceptor, charge nurse, and advancement of clinical specialty skills, which all include wage increases. Those employed as Patient Care Assistants (RCH's equivalent role to a Certified Nurse Assistant) and Behavioral Health Assistants have the opportunity to gain additional skills to allow for advanced wages inclusive of specialty roles such as lead or training specialist. Additionally, RCH supports the advancement of individuals via tuition reimbursement and scholarships for those who want to return to school to become a registered nurse.

While trainees receive wage increases during the term of the ETP Agreement, wage increases are not directly tied to specific training courses within the Hospital. Wage increases are based on work experience, annual merit increases, and increases tied to advancement along the Clinical Ladder. The Hospital's Clinical Ladder model allows for progression from a CNII to a CNIII via the achievement of certification and advanced roles. Support (financial and education prep) is also provided for certification exams required for advancement. Given the challenges faced by the healthcare workforce, RCH has an increased focus on supporting its employees. This includes the provision of a paid time off, Well Being Day, increased EAP support for counseling, onsite Well Being Wednesday offering healing touch, pet therapy, and access to both HR partners and mental health providers focused on needs assessments and building resilience. RCH recently opened an onsite 24-hour gym with fitness coaches, and it provides healthy nutritional offerings for take-home at a minimal cost. In an effort to provide flexibility to its workforce, the Hospital has implemented new alternatives and self-scheduling models.

A newly hired CN1 will earn \$49.94 per hour within the first year. The wage progression with additional training, including one year of experience, can promote a CN1 to a CNII, which has a wage range of \$51.32 to \$76.20 per hour. After a year as a CNII, the trainee is eligible to promote to a CNIII, which starts at \$60.49 per hour. This example provides a potential wage progression of 20% within two years of employment.

## Impact & Outcomes

Consistent with Panel goals and identified workforce needs, the HWAF Guidelines approved by the Panel identify intended outcomes to address the healthcare and behavioral health workforce needs. RCH has specified the following results it intends to achieve as a result of training funded by the HWAF, and how.

RCH is dedicated to recruiting individuals of diverse races, ethnicities, nationalities, gender identities, sexual orientations, socioeconomic backgrounds, and lived experiences. The Hospital's goal is to build a team of individuals who are passionate about health equity and whose diversity reflects that of San Diego's patient population. As prior stated, partnerships with Adult Education programs create a pipeline for new hires, along with partnering with the San Diego National Association of Hispanic Nurses for recruitment. The goal is to provide opportunities for trainees to earn living wages within their community. Additionally, RCH partners with Schools of Nursing across the San Diego and Southern California region to provide industry input. Trainees participate in Senior Nursing Student Immersion Program during the final semester of school, with a focus on pediatric clinical learning and skill building, which serves as a pipeline for hire into the Hospital's New Grad Program. The Hospital offers regionally competitive salaries, retirement plans, and tuition assistance for those who want to continue their formal education.

In accordance with the Panel approved HWAF Guidelines, priority will be given to applicants with demonstrated wage progression of 10% or more from the start of training to the end of trainee retention period.

## Diversity, Equity, and Inclusion (DEI) Plan / Policy

RCH has provided ETP with a copy of its DEI policy (attached).

## Contract Term Length

Contract terms may be up to four (4) years. RCH expects to complete all training and retention by March 30, 2027.

## Training Plan

Training will be delivered via Class/Lab/E-Learning/Medical Skills-Didactic/Preceptor Training in the following:

**Computer Skills:** Training will be offered to all occupations. Training is intended to improve software skills. Training topics include Electronic Medical Records Application Skills and IT Nursing Interface – Medication Administration Systems, Medication, Lab, and Breast Milk Scanning.

**Continuous Improvement:** Training will be offered to all occupations. Training is intended to improve learned skills. Training topics include Communication Skills, CORE Measures, Critical Thinking Skills, Customer Service Skills, Documentation Skills and Team Building Skills.

**Medical Skills (Didactic):** This training will be offered to New Graduate Registered Nurses and Patient Care Associate (CNA). These trainees will receive training topics such as Acute

Psychiatric Care, Basic Life Support (BLS), Body Mechanics, Critical Care Nursing Skills, Evidence Based Practices, Infection Control, Kinetic Therapy, Moderate Sedation, Oncology Nursing Skills, Patient Fall Prevention, Psychotropic Medications, Rapid Response Skills, Restraints, Triage Nursing Skills and Trauma Nursing Skills.

**Medical Skills (Preceptor):** This training will be offered to New Graduate Registered Nurses and Patient Care Associate (CNA). These trainees will receive training topics such as Emergency Room Nursing Skills, Hemodynamic Monitoring, Care of Trauma Patient, Management of the Renal/Cardiac Transplant Surgical Patient, Pediatric Pain Management, Patient Assessment & Care, Medical /Surgical Nursing Skills, Orthopedic Nursing Skills, Hematology Oncology Nursing Skills, Neonatal Resuscitation Provider (NRP), Neonatal Advanced Life Support and Palliative Care.

### **Learning Management System (LMS)**

Staff has reviewed and approved RCH's use of Cornerstone Learning Management System for ETP training recordkeeping.

### **Commitment to Training**

The Hospital's total annual training budget is approximately \$2,000,000 for new hire orientations, Hospital policies, basic training, staff development, and safety training.

ETP funds will allow the Hospital to expand its class/lab and clinical training efforts, cross-train, and offer additional skills enhancement trainings to current and newly-hired nursing and allied healthcare staff to support the Hospital's growth plans.

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

#### ➤ Training Infrastructure

The Hospital's Associate Chief Nursing Officer will manage the overall project. In addition, the Chief Nursing Officer will work with three administrative HR staff to oversee training and schedule, collect and submit training rosters to a full-time administrator who will input them into ETP systems to ensure accuracy. The Hospital has also hired an administrative subcontractor to assist with project administration.

### **DEVELOPMENT SERVICES**

The Hospital retained Training Funding Partners in Fountain Valley to assist with development of this proposal for a flat fee of \$21,500.

### **ADMINISTRATIVE SERVICES**

The Hospital also retained Training Funding Partners to perform administrative services in connection with this proposal for a fee of not to exceed 13% of payment earned.

### **TRAINING VENDORS**

Other trainers will be identified as they are retained.

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Computer Skills**

- . Electronic Medical Records Application Skills
- . IT Nursing interface - Medication Administration Systems, Medication, Lab, Breast Milk Scanning

#### **Continuous Improvement Skills**

- . Charge Nurse Training/Frontline Leadership Skills
- . Communications Skills
- . Conflict Resolution Skills
- . CORE Measures
- . Crisis Prevention Intervention (CPI)
- . Critical Thinking Skills
- . Culturally Appropriate Care
- . Customer Service Skills
- . Documentation Skills
- . Organization and Time Management Skills
- . Patient and Family Centered Care Skills
- . Learning Theories and Learning Style
- . Performance and Quality Improvement and Procedures Skills
- . Team Building Skills
- . Utilization Review/Case Management/Home Care

#### **Medical Skills (Didactic)**

- . Acute Psychiatric Care
- . Arterial Blood Gas (ABG) Interpretation
- . Basic Life Support (BLS)
- . Body Mechanics
- . Care of the Neurosurgical Patient
- . Central Lines Management
- . Chest Tube Care & Management
- . Code Blue Response & Procedures
- . Critical Care Nursing Skills
- . Decontamination Procedures
- . Diabetes Care & Management
- . Dysrhythmia Recognition & Interpretation
- . Educating the Patient & Family
- . EKG & Cardiac Monitoring
- . Equipment Skills (IV Pumps, Cardiac Telemetry, Vital Signs, Pulse-Oximeter, Ventilators, Specialty Beds and Mattresses, etc.)
- . Evidence Based Practices
- . Gastrointestinal Assessment and Management
- . Hemodynamic Monitoring
- . Infection Control
- . Intra-Aortic Balloon Pump Therapy (IABP)
- . Intra-Cranial Pressure Monitoring & Ventriculostomy
- . Intravenous (IV) Insertion & Therapy
- . Kinetic Therapy

- . Medical/Surgical Nursing Skills
- . Medication Administration & Management
- . Moderate Sedation
- . Nursing Diagnosis Skills
- . Nursing Process Skills
- . Oncology Nursing Skills
- . Orthopedic Nursing Skills
- . Ostomy & Continence Care
- . Pain Management (Acute & Chronic)
- . Patient Assessment & Care
- . Patient Fall Prevention
- . Pediatric Advanced Life Support (PALS)
- . Peri-operative Nursing Skills
- . PICC Line Insertion
- . Pre and Post Operative Care
- . Psychiatric Nursing Skills
- . Psychotropic Medications
- . Rapid Response Skills
- . Renal Assessment & Management
- . Respiratory Assessment & Care
- . Restraints
- . Surgical Nursing Skills
- . S.T.A.B.L.E.
- . Telemetry Nursing Skills
- . Total Parenteral Nutrition (TPN)
- . Transfer Techniques
- . Triage Nursing Skills
- . Trauma Nursing Skills
- . Ventilator and Tracheotomy Care
- . New Graduate Program Skills
- . Wound & Skin Care

### **Medical Skills (Preceptor)**

- . **Pediatric Emergency Department Training**
  - o Emergency Room Nursing Skills
  - o Trauma Nursing Skills
  - o Triage Nursing Skills
- . **Pediatric Intensive Care Unit/Pediatric Cardiothoracic Intensive Care Unit Training**
  - o Critical Care Nursing Skills
  - o Patient Assessment & Care
  - o Intra-Aortic Balloon Pump (IABP) Therapy
  - o Intracranial Pressure Monitoring & Ventriculostomy
  - o Hemodynamic Monitoring
  - o Pre and Post Operative Care
  - o Care of Trauma Patient
  - o Management of the Renal/Cardiac Transplant Surgical Patient
  - o Ventilator & Tracheotomy Care
  - o Pediatric Pain Management
  - o Palliative Care/End of Life Care

- **Pediatric Medical/Surgical/Hematology/Oncology Unit Training**
  - o Patient Assessment & Care
  - o Medical/Surgical Nursing Skills
  - o Pre and Post Operative Care
  - o Orthopedic Nursing Skills
  - o Management of the Renal Transplant Surgical Patient
  - o Hematology Oncology Nursing Skills
  - o Physical & Rehab Nursing Skills
  
- **Neonatal Intensive Care Unit (NICU) Training**
  - o Patient Assessment & Care
  - o Neonatal Resuscitation Provider (NRP)
  - o Neonatal Advanced Life Support
  - o Neonatal Intensive Care Unit (NICU) Nursing Skills
  - o Neonatal/Infant Pain Scale (NIPS)
  - o Palliative Care



8/17/22

Employment Training Panel 1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

We understand the Rady Children's Hospital San Diego is requesting ETP funding. The proposed training plan for the New Graduate Nurses has our support.

The Union with respective Local(s) has received a Notice of Intent to train Collective Bargaining agreement represented workers. In accordance with ETP regulation 4404, the Notice of Intent contained the information regarding the proposed training, the impacted employee population, the labor organization opportunity to participate in the agreement's development, and the effective date of the application.

By way of this letter of support, the undersigned, as an authorized labor representative of the covered union workers during the period of training described above concurs with the proposal, inclusive of the specified training and the covered members in the training plan reviewed. Any restrictions to the support provided which are outside of the specifics of the training plan approved by the Panel are between the Contractor and the Union as a condition of continued support.

Sincerely,

A handwritten signature in black ink, appearing to read "Katie Langenstrass", with a long horizontal flourish extending to the right.

Katie Langenstrass  
UNOCH Executive Director  
Local 1699



**August 10, 2022**

**Rady Children's Hospital San Diego  
Mary Fagan  
Vice President Patient Care  
Services/Chief Nursing Officer**

**To: United Nurses of Children's  
Hospital – Affiliated by the  
International Brotherhood of  
Teamsters Local #1699**

**RE: Notice of Intent**

**Projected Effective Date of ETP Contract: October 2022**

**CBA Represented Workers: New Graduate RN's**

As a proposed Contractor requesting State of California Employment Training Panel funds, the following serves as a Notice of Intent in accordance with ETP regulation § 4404. Collective Bargaining Agreements, which states:

*Prior to presenting an application for a proposed training project to the panel, the contractor shall notify the appropriate collective bargaining agent which represents workers for whom training is proposed of its intent to apply for Panel funding. The notice of intent shall contain the information regarding the proposed training, the impacted employee population, the name of the collective bargaining agent, and the effective date of the application.*

*Upon receipt of the notice of intent pursuant to subdivision (a), the labor organization representing effected workers shall notify the panel, in writing, of its concurrence with the contractor's proposal. The written notification shall be signed by an authorized representative of the collective bargaining agent and received by the panel prior to further development of the agreement. The labor organization shall have the opportunity to participate in the agreement's development. REFERENCE: Section 10205(e), Unemployment Insurance Code.*

1. Information Regarding the proposed training plan: Training will be provided to New Graduate Nurses in Didactic and Preceptor Medical Skills topics.

2. Occupations & number of workers planned covered under the Collective Bargaining Agreement (CBA) as specified in the proposed training plan: approximately 200 New Graduate Nurses

Written concurrence with the contractor's proposal (In the form of a Union Support Letter) as specified above shall be on Union Local(s) letterhead and contain the following exhibit language to ensure the proposed Contractor's adherence with ETP Regulations:

## Exhibit E

The Union with respective Local(s) has received a Notice of Intent to train Collective Bargaining agreement represented workers. In accordance with ETP regulation 4404, the Notice of Intent contained the information regarding the proposed training, the impacted employee population, the labor organization opportunity to participate in the agreement's development, and the effective date of the application.

By way of this letter of support, the undersigned, as an authorized labor representative of the covered union workers during the period of training described above concurs with the proposal, inclusive of the specified training and the covered members in the training plan reviewed. Any restrictions to the support provided which are outside of the specifics of the training plan approved by the Panel are between the Contractor and the Union as a condition of continued support.

Sincerely,

Mary Fagan/Chief Nursing Officer  
Rady Children's Hospital San Diego

**Provide Employer Diversity/Equity/Inclusion Plan or Policy (if any)**

The Hospital has recently hired a new Chief DEI (Diversity, Equity, Inclusion) Officer who will be developing criteria for specific outreach and recruitment in this area. This new leader will be key in providing institutional vision and setting strategic direction to advance diversity, equity, and inclusion across the health system to advance equity for all employees, patients, families, and the communities served by Rady Children's Hospital.

Rady Children's Hospital is also committed to developing mutually beneficial relationships with small, minority-owned, women-owned, disabled veteran-owned, LGBTQ-owned, and local business enterprises. The objective is to promote the inclusion of diverse business enterprises in our purchasing process and continuously strive to increase our spend with qualifying businesses. It is our policy that diverse suppliers will have an equal opportunity to be included in our sourcing and procurement process. Companies that seek to do business with Rady Children's must demonstrate the ability to add value and provide high-quality goods and services that are competitively priced, reliable, and aligned with our level of service.

Rady Children's Sourcing and Procurement Team attends outreach events each year to identify diverse suppliers for potential business opportunities. From these networking events, we strive to meet and explore potential business partnerships with diverse suppliers. Our Sourcing and Procurement Team also informs higher spending departments of programs and events offered through our GPO related to diversity programs.



## Healthcare Workforce Advancement Fund (HWAFF)

### Training Proposal for:

### Sharp Healthcare

**Contract Number: ET23-0367**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** San Diego

**Analyst:** S. Phillips

#### PROJECT PROFILE

Contract Attributes:	Retrainee HWAFF (Alt/Gen Funds) Priority Rate Medical Skills Training	Industry Sector(s):	Services (G) Healthcare (62)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Diego	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No United Nurses Assoc. of CA/Union of Healthcare Professionals		
Number of Employees in:	CA: 19,037	U.S.: 19,137	Worldwide: 19,137
<u>Turnover Rate:</u>	3%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

#### FUNDING DETAIL

<b>In-Kind Contribution</b>
\$1,386,000

<b>Total ETP Funding</b>
\$499,520

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Contractual Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate Medical Skills Training	Computer Skills, Cont. Impr., MS-Didactic, MS-Preceptor	446	8-400	0	\$1,120	\$22.66
				Weighted Avg: 56			

**\*Post-Retention Wage is the Contractual Wage**

<p><b>Minimum Wage by County:</b> Job Number 1: \$22.66/hour for San Diego County</p> <p><b>Health Benefits:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No This is employer share of cost for healthcare premiums – medical, dental, vision.</p> <p><b>Used to meet the Post-Retention Wage?:</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Maybe</p> <p>Although employer provides health benefits, they are not being used to meet Post-Retention Wage.</p>
--

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
New Graduate Nurses/ Registered Nurses (RN and New Nurse Grad)	\$48.00-\$64.30	400
Licensed Vocational Nurse (LVN)	\$25.96-\$38.95	20
Certified Nursing Assistant (CNA)	\$22.66-\$25.00	10
	\$25.01-\$28.60	16

**HEALTHCARE WORKFORCE ADVANCEMENT FUND (HWF) PROPOSAL**

Sharp Healthcare as a Single Employer Contractor, is eligible for HWAF in accordance with Governor Newsom FY 22/23 budget, approved in AB178. Pursuant to Unemployment Insurance Code section 10214.6, the Panel has adopted HWAF guidelines to expend \$25 million in general fund dollars as an Alternative Funding Source program.

**INTRODUCTION**

Founded in 1955, Sharp Healthcare (Sharp) (<https://www.sharp.com/>), a non-profit organization, offers comprehensive medical services through four acute hospitals and three specialty hospitals in San Diego as well as several medical clinics and urgent care centers. Sharp serves a variety of customers across San Diego County.

Sharp meets the community health and social services needs by offering financial support for medications, transportation, and other services for patients who cannot afford to pay; safety and support programs for seniors and individuals with disabilities. The Hospital also provides programs to community and social support for individuals with health equity barriers; programs to facilitate access to care for individuals who lack adequate health care coverage, including education and enrollment assistance.

There are four locations participating in this project located in San Diego, Chula Vista, Coronado and La Mesa. This will be the Hospital's second ETP Contract, and the first in five years.

## **Veterans Program**

Although Sharp is not requesting a separate job number for Veterans, the Hospital works with the San Diego workforce board to recruit Veterans to open positions. The Hospital also attends work fairs on site at Camp Pendleton to recruit Veterans, providing personalized guidance on resume building and how to translate military experience into private sector healthcare. This is inclusive of young veterans who do not have college degrees.

## **Union Support**

In accordance with ETP Regulations 4404 Collective Bargaining Agreements, and the Panel's policy, prior to presenting an application for a proposed training project to the panel, the contractor shall notify the appropriate collective bargaining agent which represents workers for whom training is proposed of its intent to apply for Panel funding. The labor organization representing affected workers shall notify the panel, in writing of its concurrence with the contractor's proposal. The written notification (Union Letter of Support) shall be by the Panel prior to further development of the ETP Contract.

The Hospital has provided ETP with a Notice of Intent. Sharp understands the Union Letter of Support from United Nurses Assoc. of CA/Union of Healthcare Professionals, which covers New Graduate Nurses and Registered Nurses, must be received by ETP within 15 days of Panel approval of this proposal to develop the Contract between ETP and Sharp. If the required Union Letter of Support is not received within the specified 15-day period, the approval of this proposal will be cancelled with no further action taken by ETP.

## **HWAF PROJECT DETAILS**

### **Employer Need & Trainee Population**

With 3.2 million residents in San Diego, Sharp has 30% of the healthcare market share, therefore, its services are in high demand. As such, the Hospital must keep pace with the evolving impacts on the medical industry. Not only is there a growing demand for service, there is a growing need for new equipment and technology, and a critical demand to increase staff and mitigate the lasting and ongoing impacts of the Covid-19 pandemic. Sharp's specific training goals and objectives are to equip staff with the knowledge and skills necessary to support them in the medical needs as technologies evolve, as well as provide career pathways for upward mobility opportunities accompanied by wage advancement.

Due to increased healthcare demands, employee burnout and retirements, there are staffing shortages impacting the medical industry and affecting the ability to provide critical medical services to patients. Specifically, access to health care services, aging care, and behavioral health care are among the top seven most critical community needs in San Diego County. Currently, the Hospital has open positions in the following:

- Registered Nurse – 737 positions
- Licensed Vocational Nurse – 100 positions
- Certified Nursing Assistant – 165 positions

As such, the Hospital is actively recruiting for open positions as well as upskilling its current workforce to meet its current service demands. For staff that may need additional readiness skills to be successful on the job, Sharp works with local community colleges, workforce systems and

K-12 partners to ensure curriculums are providing the readiness skills necessary for success. The proposed training plan will lead to additional supplemental skills and job proficiencies that will help workers attain sustainable family wage and provide workers with secure jobs in healthcare. The goal is to onboard newly licensed workforce, upskill the current workforce, provide career pathways for upward mobility as well as serve the community and provide quality patient care in San Diego County.

### **Career Advancement / Pathway & Wage Progression – High Road Strategies**

The provisions within AB 178 state these funds shall be made available to support the Employment Training Panel training health and social workers. This funding shall meet the requirements of “high road” as specified in Sections 14005 and 14013 of the Unemployment Insurance (UI) code which defines “high road” as a set of economic and workforce development strategies to achieve economic growth, economic equity, shared prosperity and a clean environment. The strategies include, but are not limited to, interventions that: (1) Improve job quality and job access, including for women and people from underserved and underrepresented populations. (2) Meet the skill and profitability needs of employers. (3) Meet the economic, social, and environmental needs of the community.

The training outlined in this proposal will lead to additional skills and job proficiencies to help workers attain sustainable wages as well as provide workers with a voice. Additionally, the training will contribute to concrete career paths with upward mobility, and economic stability in a field that is rapidly growing and currently lacks the workforce to effectively support the needs of the industry.

Sharp has a one year, nationally accredited nurse residency program (NRP) all newly licensed registered nurses transition from the academic setting to working with patients. The NRP, accredited with distinction by the American Nurses Credentialing Center, and Practice Transition Accreditation Program, provides a supportive environment to gain and apply the knowledge and skill needed to function as a registered nurse independently and safely. Once a nurse resident has completed initial orientation, usually in three months, that resident transitions to a special program that promotes both professional growth and retention.

Sharp also has a nurse mentoring program available to newly hired clinical nurses, newly licensed nurses, and transition in practice nurses. In the program, nurses are paired with more experienced nurses with the intention of successfully navigating role transition, enculturating into the work setting, and promoting professional development. Important outcomes of the program are career progression and retention at Sharp.

Additionally, while some Certified Nursing Assistants (CNAs) will stay in the role for many years, others may consider the position to be a stepping-stone in their healthcare career. These CNAs may become licensed Vocational nurses (LVNs), registered nurses (RNs), or healthcare specialists in related fields all with the assistance of the onboarding and mentoring program.

Sharp partnered with Guild for employees to have access to tuition assistance programs, including college degrees and certificates to more than 230 programs across over 30 learning partners. The partnership supports employees pursue professional goals in either a tuition free or tuition supported manner. Goals for the Partnership include:

- Lifting low wage earners into higher skilled, in demand positions through career path opportunities;
- Provide professional development and upskilling opportunities to broaden skills, specialize or move into leadership;
- Attract team members through best-in-class education benefit as a differentiator; and

- Improve retention by investing in team members and helping them pursue goals through education to build a career at Sharp.

Sharp's curriculum is aligned to career pathways and those pathways are tied to wage increases. Whether an employee progresses within a single track or advances to the next track, such as LVN to RN, wage increases are achieved along the way. This training, and other initiatives described herein promote job satisfaction which underpins worker retention. Many of the trainings lead to certificates in areas such as Advanced Life Support and other specialty certifications.

Sharp Healthcare reports that although the wage progression may not occur immediately following the post-training retention period, wage progression will occur as follows:

- CNAs wages range from \$20.25 at entry level and can increase to \$28.60 per hour through continued training;
- LVNs wages range from \$25.96 at entry level and can increase to \$38.95 with continued training;
- An LVN wage can increase up to 26% to a New Grad RN; and
- Clinical Nurses and Advanced Clinicians receive annual increases of 3.5% to 4% and an additional 1%-2% increase at each stage of the progression ladder.

The Hospital anticipates that almost all of HWAF-funded trainees will experience career and wage advancement of approximately 10% or more during the term of the proposed contract.

## **Impact & Outcomes**

Consistent with Panel goals and identified workforce needs, the HWAF Guidelines approved by the Panel identify intended outcomes to address the healthcare and behavioral health workforce needs. Sharp has specified the following results it intends to achieve as a result of training funded by the HWAF, and how.

ETP funding will aid in the ability to train workers and innovate approaches to attract talent. Sharp reduced the years of experience required to apply for open positions to increase the hiring pool. The Hospital also conduct forums for nursing students to increase the strength of their application materials and improve interviewing skills. Further, Sharp holds Career Progression Days where employees can see the pathway possibilities and build career plans.

## **Diversity, Equity, and Inclusion (DEI) Plan / Policy**

Sharp Healthcare has provided ETP with a copy of its DEI policy (attached).

## **Contract Term Length**

Sharp expects to complete all training and retention by March 2027.

## **Training Plan**

Training will be delivered via Class/Lab and E-Learning in the following:

**Computer Skills:** Training will be offered to all occupations and include E-Med Order Entry Skills and Electronica Medical Records Application Skills.

**Continuous Improvement:** Training will be offered to all occupations and include Case Management/Discharge Planning, Charge Nurse Training/ Frontline Leadership Skills, Communication Skills, Conflict Resolution Skills, CORE Measures, Crisis Prevention Intervention

(CPI), Critical Thinking Skills, Culturally Appropriate Care, Lean Six Sigma, Organization and Time Management Skills, Performance & Quality Improvement & Procedure Skills, Team Building Skills, and Utilization Review.

**Medical Skills (Didactic):** Training will be offered to 249 registered nurses and 40 new grad nurses at Entry Level and include Arterial Blood Gas Interpretation, Basic Life Support, Body Mechanics, Care of Pediatrics, Neurological and Stroke Patients, Certified Nursing Assistant Training, Safe Patient Mobilization Class, Crisis Prevention, Chest Tube Care & Management, Code Blue Response & Procedures and Critical Care Nursing Skills.

**Medical Skills (Preceptor):** Training will be offered to 249 registered nurses and 40 new grad nurses at Entry Level in Patient Assessment & Care, Neonatal Resuscitation Provider, Neonatal Intensive Care Unit Nursing Skills, Neonatal/ Infant Pain Scale, Palliative Care, Management of the Renal Transplant Surgical Patient and Surgical Nursing Skills.

### **Alternate Recordkeeping**

Staff has reviewed and approved the Company's request to use an alternate recordkeeping.

### **Commitment to Training**

Sharp's current training budget is \$1,000,000 over a two year period and includes new employee orientation, basic OSHA training, basic job skills, workplace ethics, diversity, anti-harassment, and the nurse mentoring program for all Entry Level Nurses. The proposed ETP funding will allow Sharp to implement new and expanded curriculum and train new workers to enter the field.

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

#### ➤ Training Infrastructure

The Director of Clinical Education will manage the overall ETP Contract. The Hospital also has approximately six professional development specialists and 50 educators who will manage and provide training. There will be a point of contact at each hospital that will be responsible for ensuring accurate training documentation. Sharp as also retained an administrative third party to assist with project administration.

Training will be delivered by in-house experts and vendors if needed.

### **DEVELOPMENT SERVICES**

Training Funding Partners in Fountain Valley assisted with development of this proposal for a flat fee of \$21,500.

### **ADMINISTRATIVE SERVICES**

Training Funding Partners will also perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

### **TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Computer Skills**

- E-Med Order Entry Skills
- EPIC - Electronic Medical Records Application Skills

#### **Continuous Improvement Skills**

- Case Management/Discharge Planning
- Charge Nurse Training/Frontline Leadership Skills
- Communications Skills
- Conflict Resolution Skills
- CORE Measures
- Crisis Prevention Intervention
- Critical Thinking Skills
- Culturally Appropriate Care
- Documentation Skills
- Lean Six Sigma
- Organization and Time Management Skills
- Patient and Family Centered Care Skills
- Preceptor Skills (train-the-trainer)
- Performance and Quality Improvement and Procedures Skills
- Team Building Skills
- Utilization Review

#### **Medical Skills (Didactic)**

- Acute Psychiatric Care
- Acute Myocardial Infarction
- Advanced Cardiac Life Support
- Arterial Blood Gas Interpretation
- Basic Life Support
- Body Mechanics
- Care of the Neurosurgical Patient
- Care of Pediatric Patients (Acute Care, Intensive Care)
- Care of the Stroke Patient
- Central Lines Management
- Certified Nursing Assistant Training
- Safe Patient Mobilization Class
- Management of Disruptive Behavior
- High Reliability Organization Class
- EMR Cerner Training: Overview for Non-Beside Clinical Staff (HCP/Clerk)
- De-Escalation Training Class for Patient Caregivers
- Crisis Prevention
- Care of Stroke Patient
- Chest Tube Care & Management
- Code Blue Response & Procedures

- Critical Care Nursing Skills
- Decontamination Procedures
- Diabetes Care & Management
- Dysrhythmia Recognition & Interpretation
- Educating the Patient & Family
- EKG & Cardiac Monitoring
- Electronic Fetal Monitoring (Beginning & Advanced)
- Emergency Care of the Burn Patient
- Emergency Room Nursing Skills
- Equipment Skills (IV pumps, cardiac telemetry, vital signs, pulse-oximeter, ventilators, specialty beds and mattresses, etc.)
- Evidence Based Practices
- Gastrointestinal Assessment and Management
- Hemodynamic Monitoring
- Infection Control
- Intra-Aortic Balloon Pump Therapy
- Intra-Cranial Pressure Monitoring & Ventriculostomy
- Intravenous Insertion & Therapy
- Kinetic Therapy
- Labor, Delivery and Postpartum Nursing Skills
- Licensed Vocational Nurse Training
- Management of Disruptive Behavior
- High Reliability Organization
- Safe Patient Mobilization
- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Moderate Sedation
- Neonatal Advanced Life Support
- Neonatal/Infant Pain Scale
- Neonatal Intensive Care Unit Nursing Skills
- Neonatal Nursing Skills
- Neonatal Resuscitation Provider
- New Graduate Nursing Skills
- Nurse Orientation Training (for New Grads only)
- Nursing Diagnosis Skills
- Nursing Process Skills
- OB Trauma
- Oncology Nursing Skills
- Orthopedic Nursing Skills
- Ostomy & Continence Care
- Pain Management (Acute & Chronic)
- Patient Assessment & Care
- Patient Fall Prevention
- Pediatric Advanced Life Support
- Personal Protective Equipment
- Peri-Operative Nursing Skills
- PICC Line Insertion
- Pre and Post-Operative Care

- Psychiatric Nursing Skills
- Psychotropic Medications
- Rapid Response Skills
- Renal Assessment & Management
- Respiratory Assessment & Care
- Restraints
- Surgical Nursing Skills
- S.T.A.B.L.E.
- Telemetry Nursing Skills
- Total Parenteral Nutrition
- Transfer Techniques
- Triage Nursing Skills
- Trauma Nursing Skills
- Ventilator and Tracheotomy Care
- New Graduate Program Skills
- Wound & Skin Care

### **Medical Skills (Preceptor)**

#### **Emergency Department Training**

- Emergency Room Nursing Skills
- OB Trauma
- Trauma Nursing Skills
- Triage Nursing Skills
- Care of Pediatric Patients

#### **Intensive Care Unit/Critical Care Unit Training**

- Critical Care Nursing Skills
- Patient Assessment & Care
- Intra-Aortic Balloon Pump Therapy
- Intracranial Pressure Monitoring & Ventriculostomy
- Hemodynamic Monitoring
- Pre and Post-Operative Care
- Care of Trauma Patient
- Management of the Renal Transplant Surgical Patient
- Ventilator & Tracheotomy Care

#### **Medical/Surgical Unit Training**

- Patient Assessment & Care
- Medical/Surgical Nursing Skills
- Pre and Post-Operative Care
- Orthopedic Nursing Skills
- Management of the Renal Transplant Surgical Patient
- Oncology Nursing Skills

#### **Neonatal Intensive Care Unit Training**

- Patient Assessment & Care
- Neonatal Resuscitation Provider
- Neonatal Advanced Life Support
- Neonatal Intensive Care Unit Nursing Skills
- Neonatal/Infant Pain Scale
- Palliative Care

- **Obstetrics Unit Training**
- Patient Assessment & Care
- Antepartum, Labor, Delivery and Postpartum Skills
- Neonatal Nursing Skills
- S.T.A.B.L.E.
- Advanced & Electronic Fetal Monitoring
- Neonatal Resuscitation Provider
- Neonatal Intensive Care Unit Nursing Skills
- **Operating Room and Post-Anesthesia Care Unit Training**
- Patient Assessment & Care
- Trauma Nursing Skills
- Peri-operative Nursing Skills
- Pre and Post-Operative Care
- **Special Care Unit Training**
- Patient Assessment and Care
- Critical Care Nursing Skills
- Ventilator & Tracheotomy Care
- Hemodynamic Monitoring
- Total Parenteral Nutrition
- **Surgical Services Unit Training**
- Patient Assessment & Care
- Trauma Nursing Skills
- Surgical Nursing Skills
- Pre and Post-Operative Care
- **Telemetry Unit Training**
- Care of the Cardiac Patient
- EKG & Cardiac Monitoring
- Dysrhythmia Interpretation
- Telemetry Nursing Skills
- Pre and Post-Operative Care
- Care of the Neurosurgical Patient
- Oncology Nursing Skills



# UNAC/UHCP

United Nurses Associations of California/Union of Health Care Professionals

UNAC/UHCP is affiliated with NUHHCE, AFSCME and the AFL-CIO

5030 Camino de la Siesta, Suite 306, San Diego, CA 92108

Telephone: (619) 280-5401 | Fax: (619) 280-7406 | unacuhcp.org

May 26, 2022

California Employment Training Panel (ETP)  
1100 J Street  
Sacramento, CA 95814

Exhibit E

Re: Sharp HealthCare's Application to Employment Training Panel for Registered Nurse, New Graduate Nurses in Didactic and Precepted Clinical Experiences.

Dear Panel Members,

The United Nurses Association of California/Union of Health Care Professionals, Sharp Professional Nurses Network, (UNAC/UHCP, SPNN)), represents employees at Sharp HealthCare in San Diego, CA. We support the training of the workforce as it improves upon the skills of the workers we represent and enhances the care they provide. Therefore, UNAC/UHCP supports Sharp HealthCare's application for funding.

Best regards,

---

Greg Wilson, Representation Director, UNAC/UHCP

cc: File

Rachel Davis, System Director Employee/Labor Relations & Compliance, Sharp HealthCare (sent electronically)

Lisa Allen, SVP, Human Resources, Sharp HealthCare (sent electronically)

Eric Robles, UNAC/UHCP Political Director (sent electronically)

SPNN Officers (sent electronically)

UNAC/UHCP Staff Representatives (sent electronically)

Julie Sargent-Helm, Administrative Assistant, UNAC/UHCP (sent electronically)



May 6, 2022

Greg Wilson  
UNAC/UHCP  
5030 Camino de la Siesta, Suite 306  
San Diego, CA 92018

Sent via email

**RE: Notice of Intent**

**Projected Effective Date of ETP Contract: June/July 2022**

**CBA Represented Workers: Registered Nurses, New Graduate RNs**

Dear Greg,

This purpose of this letter is to notify you of Sharp HealthCare's intent to submit an application to the California Employment Training Panel (ETP). As a part of the application, the ETP requires that we provide the Union with appropriate notice and request a letter of support from the Union. The requirements are set forth below.

As a proposed Contractor requesting State of California Employment Training Panel funds, the following serves as a Notice of Intent in accordance with ETP regulation § 4404. Collective Bargaining Agreements, which states:

*Prior to presenting an application for a proposed training project to the panel, the contractor shall notify the appropriate collective bargaining agent which represents workers for whom training is proposed of its intent to apply for Panel funding. The notice of intent shall contain the information regarding the proposed training, the impacted employee population, the name of the collective bargaining agent, and the effective date of the application.*

*Upon receipt of the notice of intent pursuant to subdivision (a), the labor organization representing effected workers shall notify the panel, in writing, of its concurrence with the contractor's proposal. The written notification shall be signed by an authorized representative of the collective bargaining agent and received by the panel prior to further development of the agreement. The labor organization shall have the opportunity to participate in the agreement's development. REFERENCE: Section 10205(e), Unemployment Insurance Code.*

1. Information Regarding the proposed training plan: Training will be provided to Registered Nurse, New Graduate Nurses in Didactic and Precepted Clinical Experiences.

2. Occupations & number of workers planned covered under the Collective Bargaining Agreement (CBA) as specified in the proposed training plan: 249 Registered Nurses; 40 New Graduate Nurses

Written concurrence with the contractor's proposal (In the form of a Union Support Letter) as specified above shall be on Union Local(s) letterhead and contain the information in Exhibit E (attached) which is language to ensure the proposed Contractor's adherence with ETP Regulations.

Please submit the Union's letter of support to me via email as a PDF. If you have any questions, please feel free to contact me at 858-499-3004 or at [rachel.davis@sharp.com](mailto:rachel.davis@sharp.com).

Sincerely,

*Rachel Davis*

Rachel Davis  
System Director Employee/Labor Relations & Compliance

## **Exhibit E**

The Union with respective Local(s) has received a Notice of Intent to train Collective Bargaining agreement represented workers. In accordance with ETP regulation 4404, the Notice of Intent contained the information regarding the proposed training, the impacted employee population, the labor organization opportunity to participate in the agreement's development, and the effective date of the application.

By way of this letter of support, the undersigned, as an authorized labor representative of the covered union workers during the period of training described above concurs with the proposal, inclusive of the specified training and the covered members in the training plan reviewed. Any restrictions to the support provided which are outside of the specifics of the training plan approved by the Panel are between the Contractor and the Union as a condition of continued support.

Sharp HealthCare is an equal opportunity/affirmative action employer. All qualified applicants will receive consideration for employment without regard to race, religion, color, national origin, gender, gender identity, sexual orientation, age, status as a protected veteran, among other things, or status as a qualified individual with disability.

### **Diversity at Sharp HealthCare**

We're committed to being as diverse as the community we serve.

At Sharp, we believe that what makes each of us different is what makes us stronger. We're proud to have approximately 2,700 affiliated physicians and 19,000 employees serving the San Diego community. We believe our various backgrounds, personal experiences and unique talents help us better relate to and care for the community we are serving.

We celebrate diversity and embrace everyone regardless of age, gender, disability, race, ethnicity, creed, national origin, religion, sexual orientation or other characteristic. And we actively foster a diverse and inclusive environment through the care we offer and the people we employ.

Our commitment to providing inclusive, accessible health care to all in our community extends to our LGBTQ+ patients. It's one more way we put our patients at the center of all we do.

About the Sharp Equality Alliance.

Embracing diversity, celebrating equality — this is the vision behind the Sharp Equality Alliance.

Our alliance is comprised of dedicated Sharp team members who volunteer their time to work within the community and across the organization to increase Sharp's visibility and involvement among diverse populations. Our goal is to continue to encourage open dialogue around acceptance and inclusivity by:

- Participating in community events, such as the San Diego Pride Parade and Pride Festival, the National Alliance on Mental Illness walk and the Martin Luther King Jr. Parade
- Supporting like-minded Sharp initiatives, such as the Sharp Women's Health Conference
- Contributing acceptance-related education to support ongoing employee trainings
- Hosting quarterly breakfasts that speak to issues facing the community

### **Recognized as a leader in diversity and equality.**

We understand how important it is to have diversity and equality within our organization, as well as within our community. And we're honored to have been recognized by the San Diego Business Journal's Corporate Social Responsibility and Diversity, Equity and Inclusion Awards as the region's top large public company for diversity, equity and inclusion.

In 2022, each of Sharp's seven hospitals was designated as an LGBTQ+ Healthcare Equality Leader in the Human Rights Campaign Foundation's 2022 Healthcare Equality Index.



**Healthcare Workforce Advancement Fund (HWAFF)**

Retainee

**Training Proposal for:**

**The Regents of the University of California;  
University of San Diego Health**

**Contract Number: ET23-0370**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** San Diego

**Analyst:** S. Phillips

**PROJECT PROFILE**

Contract Attributes:	HWAFF (Alt/Gen Funds) Priority Rate Retrainee Medical Skills Training	Industry Sector(s):	Services (G) Healthcare (62)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Diego	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No California Nurses Association		
Number of Employees in:	CA: 20,930	U.S.: 21,483	Worldwide: 21,498
<u>Turnover Rate:</u>	1%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$2,000,000

<b>Total ETP Funding</b>
\$499,376

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Contractual Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate Medical Skills Training	Computer Skills, Cont. Impr., MS-Didactic, MS-Preceptor	368	8-400	0	\$1,357	\$54.91
				Weighted Avg: 59			

\*Post-Retention Wage is the Contractual Wage.

<p><b>Minimum Wage by County:</b> Job Number 1: \$22.66 per hour for San Diego County</p> <p><b>Health Benefits:</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No This is employer share of cost for healthcare premiums – medical, dental, vision.</p> <p><b>Used to meet the Post-Retention Wage?:</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Maybe</p> <p>Although employer provides health benefits, they are not being used to meet Post-Retention Wage.</p>
--

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
New Graduate Nurse	\$54.91-\$55.95	300
Registered Nurse	\$55.98-\$89.03	68

**HEALTHCARE WORKFORCE ADVANCEMENT FUND (HWF) PROPOSAL**

The Regents of The University of California; University of San Diego Health as a Single Employer Contractor, is eligible for HWF in accordance with Governor Newsom FY 22/23 budget, approved in AB178. Pursuant to Unemployment Insurance Code section 10214.6, the Panel has adopted HWF guidelines to expend \$25 million in general fund dollars as an Alternative Funding Source program.

**INTRODUCTION**

Founded in 1963, The Regents of The University of California; University of San Diego Health (UC San Diego) (<https://health.ucsd.edu>) is a non-profit organization and the only academic medical center in San Diego County. UC San Diego delivers high-quality, comprehensive healthcare to patients in San Diego County and beyond.

UC San Diego has two medical centers servicing patients in rural cities such as Alpine, Campo, Descanso, Dulzura, El Cajon, Lakeside, Santee, and Spring Valley in the east, to the center of San Diego and the coast. UC San Diego has two locations, both of which will participate in this project. This is the Hospital's first ETP Contract.

**Veterans Program**

Although UC San Diego is not seeking a separate job number for veterans, the Hospital is committed to supporting military families with ample resources to ease the transition to civilian life. UC San Diego embraces the traits the veteran population demonstrates such as critical

thinking and problem solving, strong work ethic, and the ability to teamwork. UC San Diego values not only what veterans achieve, but what they bring to careers after separation from active duty. The Hospital participates in the San Diego Veterans Job Fair and it has partnered with Balboa Naval Hospital in San Diego to participate in its transition job fairs.

## **Union Support**

In accordance with ETP Regulations 4404 Collective Bargaining Agreements, and the Panel's policy, prior to presenting an application for a proposed training project to the panel, the contractor shall notify the appropriate collective bargaining agent which represents workers for whom training is proposed of its intent to apply for Panel funding. The labor organization representing effected workers shall notify the panel, in writing of its concurrence with the contractor's proposal. The written notification (Union Letter of Support) shall be by the Panel prior to further development of the ETP Contract.

UC San Diego has provided ETP with a copy of Notice of Intent. UC San Diego understands the Union Letter of Support from California Nurses Association, which covers New Graduate Nurses and Registered Nurse, must be received by ETP within 15 days of Panel approval of this proposal to develop the Contract between ETP and UC San Diego. If the required Union Letter of Support is not received within the specified 15-day period, the approval of this proposal will be cancelled with no further action taken by ETP.

## **HWAF PROJECT DETAILS**

### **Employer Need & Trainee Population**

The COVID-19 pandemic is a global and unprecedented experience for the healthcare industry. Patient care protocols have been modified to adapt to new safety requirements for both patients and the workforce. Additionally, consumers' trust has been eroded in the nation's healthcare system, and the anxiety, uncertainty, and grief will require healthcare providers to fundamentally transform the way services are delivered if the healthcare system is to effectively address these concerns and rebuild confidence in the system. Further, more than 11 million Californians live in an area without enough primary care providers, driving up the use of emergency rooms across the State.

Additionally, the nursing profession is facing an unprecedented staffing shortage and shift in skill-level. This is due in part to the aging workforce and the increasing demands put on nursing during the pandemic. Over the last couple of years, a large number of nurses have left the profession, retired, or moved to non-clinical nursing positions. While there are many nursing students in the San Diego area to recruit from, the challenge is there are fewer experienced nurses and a large volume of inexperienced/new nurses who need training to care for patients with increasingly complex care needs. This creates the need to offer additional skills, more time in the classroom or more time in the clinical rotation with a preceptor.

The shortage of nurses has also required the Hospital to increase capacity in its new graduate nurse transition to practice program. For example, over the last couple of years UC San Diego has increased its new grad nursing cohorts from approximately 20 new graduates to nearly 60. This requires additional resources and more consumable training supplies (such as Intravenous tubing, saline, bandages, syringes, etc.) and training equipment (such as manikins, task trainers, pumps, beds, etc.).

UC San Diego's workforce current hiring need and projected ongoing shortages are:

- Nurses – 140 openings
- Licensed Vocational/ Licensed Practical Nurses – 4 openings

- Technicians/ Technologists – 118 openings
- Medical Assistants – 6 openings
- Social Worker/ Mental Health Workers – 5 openings

To meet the employment needs listed above, UC San Diego recruits and works with San Diego Workforce Partnership, San Diego Black Nurses Association, National Association of Hispanic Nurses of San Diego, Philippine Nurse Association of San Diego, and more. In addition, UC San Diego just signed a letter of intent with Jewish Vocational and Career Counseling Services. UC San Diego also has a fifteen year partnership with La Quinta High School, which hosts symposiums twice a year so under represented high school students can learn about careers in healthcare. Additionally, UC San Diego has a nurse extern program specifically targeted towards some of the local technical colleges that have historically under-represented groups enrolled in their nursing programs. Since starting this externship, UC San Diego has hired over 90% of these students who participated in the program.

Over the next 2-3 years UC San Diego will continue to implement strategies and will need resources to address the expected growth of the organization to meet current patient and community need for services.

### **Career Advancement & Wage Progression – High Road Strategies**

The provisions within AB 178 state these funds shall be made available to support the Employment Training Panel training health and social workers. This funding shall meet the requirements of “high road” as specified in Sections 14005 and 14013 of the Unemployment Insurance (UI) code which defines “high road” as a set of economic and workforce development strategies to achieve economic growth, economic equity, shared prosperity and a clean environment. The strategies include, but are not limited to, interventions that: (1) Improve job quality and job access, including for women and people from underserved and underrepresented populations. (2) Meet the skill and profitability needs of employers. (3) Meet the economic, social, and environmental needs of the community.

The training proposed herein will contribute to the employee’s skills directly, supporting their ability to move along a career path in the healthcare field, achieving wage gains along the way. The classroom training and preceptorship, virtual learning modalities, new simulation equipment are just a few examples of how UC San Diego is evolving its training capabilities to ensure its workforce has the best training available. Additionally, should employees want to advance within the organization, the Hospital will provide temporary schedule adjustments to allow employees to attend courses and obtain education hours. Once course are complete, those trainees are preferentially hired in as an internal candidate when they applying for an advanced position.

UC San Diego also utilizes retention strategies that include professional development, rewards, and recognition for its employees. Employees receive extensive training upon hire and are given individualized Development Plans in which they can set short-term and long-term goals for their career progression. The Hospital also offers a large amount of rewards (scholarships and awards) for employees who go back to school or seek additional certifications. All of this ensures that employees can advance in their careers, which includes high wages.

UC San Diego reports that although the wage progression may not occur immediately following the post-training retention period, wage progression will occur as follows:

- New Graduate RN’s (CN1) move through the occupation progression and once the New Grad training has been completed after 6 months, they are considered in levels RN 2 to RN 4. Wage progression from CN1-CN4 goes from \$54.91 to \$89.03.

- Clinical nurses start off making \$54.91 per hour. After six months, clinical nurses then move to making \$55.95 per hour. Within two years of hire, clinical nurses can make up to \$58.26 per hour. All clinical nurses are offered the opportunity to participate in the clinical ladder advancement project. If completed, the clinical nurse can move into a more advanced role which comes with another pay increase.

## Impact & Outcomes

Consistent with Panel goals and identified workforce needs, the HWAF Guidelines approved by the Panel identify intended outcomes to address the healthcare and behavioral health workforce needs. UC San Diego has specified the following results it intends to achieve as a result of training funded by the HWAF, and how.

The results of the training plan proposed include the hiring and training of new grad nurses, moving nurses along a career pathway while they realize wage gains, and implementing the technologies and services that will benefit patients all over San Diego County. The program will also allow UC San Diego to further continue innovative and accessible opportunities such as the Diversity, Retention, Equity, Aspire, and Mentor Externship Program; introduce pathways to quality jobs; train workers critical to the economy in California; create sustainable economic mobility for all staff through training initiatives; meet community health needs; and further engage in partnerships necessary to continue to generate a diversified workforce.

## Diversity, Equity, and Inclusion (DEI) Plan / Policy

UC San Diego has provided ETP with a copy of its DEI policy (attached).

## Contract Term Length

Contract terms may be up to four years. UC San Diego expects to complete all training and retention by March 2027.

## Training Plan

Training will be delivered via Class/Lab/E-Learning/Medical Skills-Didactic/Preceptor Training in the following:

**Computer Skills:** Training will be offered to all occupations and include DocuSign System Skills, E-Med Order Entry Skills, Electronic Health Records Application Skills, Qualtrics System Skills, and Learning & Competency Management Software.

**Continuous Improvement:** Training will be offered to all occupations. Trainees will receive training in Case Management/ Discharge Planning, Charge Nurse Training/ Frontline Leadership Skills, Communication Skills, Conflict Resolution Skills, CORE Measures, Crisis Prevention Intervention and Critical Thinking Skills, Culturally Appropriate Care.

**Medical Skills (Didactic):** This training will be offered to all occupations. Training topics include Acute Psychiatric Care, Acute Myocardial Infarction, Advanced Cardiac Life Support, Arterial Blood Gas, Basic Life Support, Central Lines, Diabetes Care Management, Educating the Patient & Family, EKG & Cardiac Monitoring, Electronic Fetal Monitoring (Beginning & Advanced) and Equipment Skills (IV Pumps, Cardiac Telemetry, Vital Signs, Pulse-Oximeter, Ventilators, Specialty Beds & Mattresses).

**Medical Skills (Preceptor):** Training will be offered to all occupations. Training topics include Emergency Room Nursing, OB Trauma, Care of Pediatric Patients, Critical Care Nursing Skills, Intra-Aortic Balloon Pump Therapy, Care of Trauma Patient, Management of the Renal Transplant

Surgical Patient, Pre & Post-Operative Care, Orthopedic Nursing Skills, Oncology Nursing Skills and Neonatal Intensive Care Unit Nursing.

### **Electronic Recordkeeping/LMS**

UC San Diego will utilize Sum Total to document training. The system will track all training except for preceptor training, which will be documented per ETP Standard recordkeeping requirements in accordance with 4442. Sum Total has been in use at UC San Diego since 2010 and logs start and end times for training. The system is maintained by the Learning Technologies team at UC San Diego. A printout has been provided to and reviewed by ETP.

### **Commitment to Training**

UC San Diego currently has a training budget of \$1,000,000 and includes computer and continuous improvement skills to ensure all staff have the necessary skills to care for patients. The proposed training plan will allow UC San Diego to implement new curriculum necessary to continue to upskill the workforce to meet patient needs.

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

#### ➤ Training Infrastructure

The Director of Magnet and Nursing Quality will manage the project. The Hospital will also utilize two additional support staff and twenty five nurse educators who will provide training under the project. UC San Diego has further retained an administrative third party.

### **DEVELOPMENT SERVICES**

Training Funding Partners in Fountain Valley assisted with development of this proposal for a flat fee of \$17,500.

### **ADMINISTRATIVE SERVICES**

Training Funding Partners will also perform administrative services for a fee not to exceed 13% of payment earned.

### **TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Computer Skills**

- DocuSign System Skills
- E-Med Order Entry Skills
- Electronic Health Records Application Skills
- Qualtrics System Skills
- Learning and Competency Management software

#### **Continuous Improvement Skills**

- Case Management/Discharge Planning
- Charge Nurse Training/Frontline Leadership Skills
- Communications Skills
- Conflict Resolution Skills
- CORE Measures
- Crisis Prevention Intervention
- Critical Thinking Skills
- Culturally Appropriate Care
- Customer Service Skills
- Documentation Skills
- Organization and Time Management Skills
- Patient and Family Centered Care Skills
- Preceptor Skills (train-the-trainer)
- Performance and Quality Improvement and Procedures Skills
- Team Building Skills
- Utilization Review

#### **Medical Skills (Didactic)**

- Acute Psychiatric Care
- Acute Myocardial Infarction
- Advanced Cardiac Life Support
- Arterial Blood Gas Interpretation
- Basic Life Support
- Body Mechanics
- Care of the Neurosurgical Patient
- Care of Pediatric Patients (Acute Care, Intensive Care)
- Care of the Stroke Patient
- Central Lines Management
- Chest Tube Care & Management
- Code Blue Response & Procedures
- Critical Care Nursing Skills
- Decontamination Procedures
- Diabetes Care & Management
- Dysrhythmia Recognition & Interpretation
- Educating the Patient & Family

- EKG & Cardiac Monitoring
- Electronic Fetal Monitoring (Beginning & Advanced)
- Emergency Care of the Burn Patient
- Emergency Room Nursing Skills
- Equipment Skills (IV pumps, cardiac telemetry, vital signs, pulse-oximeter, ventilators, specialty beds and mattresses, etc.)
- Evidence Based Practices
- Gastrointestinal Assessment and Management
- High-fidelity Manikin Skills
- Hemodynamic Monitoring
- Infection Control
- Intra-Aortic Balloon Pump Therapy
- Intra-Cranial Pressure Monitoring & Ventriculostomy
- Intravenous (IV) Insertion & Therapy
- Kinetic Therapy
- Labor, Delivery and Postpartum Nursing Skills
- Medical/Surgical Nursing Skills and transition to Intermediate Care
- Medication Administration & Management
- Moderate Sedation
- Neonatal Advanced Life Support
- Neonatal/Infant Pain Scale
- Neonatal Intensive Care Unit Nursing Skills
- Neonatal Nursing Skills
- Neonatal Resuscitation Provider
- New Graduate Nursing Skills
- Nurse Orientation Training (for New Grads only)
- Nursing Diagnosis Skills
- Nursing Process Skills
- OB Trauma
- Oncology Nursing Skills
- Orthopedic Nursing Skills
- Ostomy & Continence Care
- Pain Management (Acute & Chronic)
- Patient Assessment & Care
- Patient Fall Prevention
- Pediatric Advanced Life Support
- Peri-Operative Nursing Skills
- PICC Line Insertion
- Pre and Post-Operative Care
- Psychiatric Nursing Skills
- Psychotropic Medications
- Rapid Response Skills
- Renal Assessment & Management
- Respiratory Assessment & Care
- Restraints
- Surgical Nursing Skills
- S.T.A.B.L.E.
- Telemetry Nursing Skills

- Total Parenteral Nutrition
- Transfer Techniques
- Triage Nursing Skills
- Trauma Nursing Skills
- Ventilator and Tracheotomy Care
- New Graduate Program Skills
- Virtual Reality Training Delivery of Care
- Wound & Skin Care

### **Medical Skills (Preceptor)**

#### **Emergency Department Training**

- Emergency Room Nursing Skills
- Emergency Care of the Burn Patient
- OB Trauma
- Trauma Nursing Skills
- Triage Nursing Skills
- Care of Pediatric patients

#### **Intensive Care Unit/Critical Care Unit Training**

- Critical Care Nursing Skills
- Patient Assessment & Care
- Intra-Aortic Balloon Pump Therapy
- Intracranial Pressure Monitoring & Ventriculostomy
- Hemodynamic Monitoring
- Pre and Post-Operative Care
- Care of Trauma Patient
- Management of the Renal
- Transplant Surgical Patient
- Ventilator & Tracheotomy Care

#### **Medical/Surgical Unit Training**

- Patient Assessment & Care
- Medical/Surgical Nursing Skills
- Pre and Post-Operative Care
- Orthopedic Nursing Skills
- Management of the Renal
- Transplant Surgical Patient
- Oncology Nursing Skills

#### **Neonatal Intensive Care Unit Training**

- Patient Assessment & Care
- Neonatal Resuscitation Provider
- Neonatal Advanced Life Support
- Neonatal Intensive Care Unit
- Nursing Skills
- Neonatal/Infant Pain Scale
- Palliative Care

#### **Obstetrics Unit Training**

- Patient Assessment & Care
- Antepartum, Labor, Delivery and Postpartum Skills
- Neonatal Nursing Skills

- S.T.A.B.L.E.
- Advanced & Electronic Fetal Monitoring
- Neonatal Resuscitation Provider
- Neonatal Intensive Care Unit Nursing Skills

**Operating Room and Post-Anesthesia Care Unit Training**

- Patient Assessment & Care
- Trauma Nursing Skills
- Care of the Burn Patient
- Peri-Operative Nursing Skills
- Pre and Post-Operative Care

**Surgical Services Unit Training**

- Patient Assessment & Care
- Trauma Nursing Skills
- Surgical Nursing Skills
- Pre and Post-Operative Care

**Telemetry Unit Training**

- Care of the Cardiac Patient
- EKG & Cardiac Monitoring
- Dysrhythmia Interpretation
- Telemetry Nursing Skills
- Pre and Post-Operative Care
- Care if the Neurosurgical Patient
- Intravenous Therapy
- Oncology Nursing Skills



October 16, 2022

Employment Training  
Panel 1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

We understand UC San Diego Health is requesting ETP funding. The proposed training plan for the New Graduate Nurses has our support.

The Union with respective Local(s) has received a Notice of Intent to train Collective Bargaining agreement represented workers. In accordance with ETP regulation 4404, the Notice of Intent contained the information regarding the proposed training, the impacted employee population, the labor organization opportunity to participate in the agreement's development, and the effective date of the application.

By way of this letter of support, the undersigned, as an authorized labor representative of the covered union workers during the period of training described above concurs with the proposal, inclusive of the specified training and the covered members in the training plan reviewed. Any restrictions to the support provided which are outside of the specifics of the training plan approved by the Panel are between the Contractor and the Union as a condition of continued support.

Sincerely,

/s/ *Jeff Welsh*

Jeff Welsh  
Labor Representative,  
California Nurses Association  
[jwelsh@calnurses.org](mailto:jwelsh@calnurses.org)

# UC San Diego Health

**October 7, 2022**

**UC San Diego Health  
Heather Warlan  
Director of Magnet and Nursing Quality**

**To: California Nursing Association**

**RE: Notice of Intent**

**Projected Effective Date of ETP Contract: February/March 2023**

**CBA Represented Workers: New Graduate RN's**

As a proposed Contractor requesting State of California Employment Training Panel funds, the following serves as a Notice of Intent in accordance with ETP regulation § 4404. Collective Bargaining Agreements, which states:

*Prior to presenting an application for a proposed training project to the panel, the contractor shall notify the appropriate collective bargaining agent which represents workers for whom training is proposed of its intent to apply for Panel funding. The notice of intent shall contain the information regarding the proposed training, the impacted employee population, the name of the collective bargaining agent, and the effective date of the application.*

*Upon receipt of the notice of intent pursuant to subdivision (a), the labor organization representing effected workers shall notify the panel, in writing, of its concurrence with the contractor's proposal. The written notification shall be signed by an authorized representative of the collective bargaining agent and received by the panel prior to further development of the agreement. The labor organization shall have the opportunity to participate in the agreement's development. REFERENCE: Section 10205(e), Unemployment Insurance Code.*

1. Information Regarding the proposed training plan: Training will be provided to New Graduate Nurses in Didactic and Preceptor Medical Skills topics.

2. Occupations & number of workers planned covered under the Collective Bargaining Agreement (CBA) as specified in the proposed training plan: approximately 200 New Graduate Nurses

Written concurrence with the contractor's proposal (In the form of a Union Support Letter) as specified above shall be on Union Local(s) letterhead and contain the following exhibit language to ensure the proposed Contractor's adherence with ETP Regulations:

## Exhibit E

The Union with respective Local(s) has received a Notice of Intent to train Collective Bargaining agreement represented workers. In accordance with ETP regulation 4404, the Notice of Intent contained the information regarding the proposed training, the impacted employee population, the labor organization opportunity to participate in the agreement's development, and the effective date of the application.

By way of this letter of support, the undersigned, as an authorized labor representative of the covered union workers during the period of training described above concurs with the proposal, inclusive of the specified training and the covered members in the training plan reviewed. Any restrictions to the support provided which are outside of the specifics of the training plan approved by the Panel are between the Contractor and the Union as a condition of continued support.

Sincerely,

Heather Warlan  
UC San Diego Health

**Provide Employer Diversity/Equity/Inclusion Plan or Policy (if any)**

The Office for Equity, Diversity, and Inclusion (EDI) at UCSD Health is committed to building individual and departmental capacity to address barriers to success for its underrepresented faculty, staff, and students, to further its efforts toward inclusive excellence and foster a more welcoming and supportive campus climate. EDI are core elements to dismantling structural racism and developing a framework for a more just community. At UC San Diego Health, this means a culture rooted in integrity and respect, where all of its staff and patients can thrive.



**Healthcare Workforce Advancement Fund (HWAFF)**

**Training Proposal for:**

**USC Verdugo Hills Healthcare dba USC Verdugo Hills  
Hospital**

**Contract Number: ET23-0371**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** San Diego

**Analyst:** S. Phillips

**PROJECT PROFILE**

Contract Attributes:	HWAFF (Alt/Gen Funds) Priority Rate Medical Skills Training CNA to LVN Retrainee	Industry Sector(s):	Services (G) Healthcare (62)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No California Nurses Association/ National Nurses United		
Number of Employees in:	CA: 939	U.S.:939	Worldwide: 939
<u>Turnover Rate:</u>	2%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$1,405,000

<b>Total ETP Funding</b>
\$499,560

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Contractual Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Medical Skills Training CNA to LVN Priority Rate	Computer Skills, Continuous Impr, Medical Skills - Didactic, Medical Skills - Preceptor	362	8-400	0	\$1,380	\$22.66
				Weighted Avg: 60			

**\*Post-Retention Wage is the Contractual Wage**

**Minimum Wage by County:** Job Number 1 (Retrainee) - \$22.66 per hour for Los Angeles County  
**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.  
**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe  
 Up to \$2.50 per hour may be used to meet the Post-Retention Wage.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Technician/ Technologist	\$19.06-\$20.00	25
	\$20.01-\$25.00	15
	\$25.01-\$48.00	10
Care Partner/ Certified Nurse Assistant	\$19.50-\$20.00	15
	\$20.01-\$25.00	10
	\$25.01-\$27.04	7
Registered Nurse	\$49.00-\$74.05	180
New Graduate Nurse	\$41.77-\$44.69	75
Licensed Vocational Nurse/ Licensed Practical Nurse	\$28.00-\$34.63	25

**HEALTHCARE WORKFORCE ADVANCEMENT FUND (HWF) PROPOSAL**

USC Verdugo Hills Hospital as a Single Employer Contractor, is eligible for HWF in accordance with Governor Newsom FY 22/23 budget, approved in AB178. Pursuant to Unemployment Insurance Code section 10214.6, the Panel has adopted HWF guidelines to expend \$25 million in general fund dollars as an Alternative Funding Source program.

**INTRODUCTION**

Founded in 1947, USC Verdugo Hills Healthcare, dba USC Verdugo Hills Hospital (USC Verdugo) (<https://www.uscvhh.org/>) is a non-profit organization specializing in 24-hour emergency room care, stroke center services, bariatric and minimally invasive surgeries, OB-GYN/ Infant services, orthopedic surgery, occupational, physical and speech therapy, cardiac rehabilitation and imaging/ diagnostic services. USC Verdugo service area includes twenty zip codes in fourteen cities/ communities across Los Angeles. This will be the Company’s first ETP project.

## **Veterans Program**

While USC Verdugo is not seeking a separate job number for veterans, the company does recruit veterans from job fairs and partnerships with local community colleges.

## **Union Support**

In accordance with ETP Regulations 4404 Collective Bargaining Agreements, and the Panel's policy, prior to presenting an application for a proposed training project to the panel, the contractor shall notify the appropriate collective bargaining agent which represents workers for whom training is proposed of its intent to apply for Panel funding. The labor organization representing effected workers shall notify the panel, in writing of its concurrence with the contractor's proposal. The written notification (Union Letter of Support) shall be by the Panel prior to further development of the agreement (ETP Contract).

In accordance with the above provisions USC Verdugo has provided ETP with a copy of letter of Intent. USC Verdugo understands the Union Letter of Support must be received by ETP within 15 days of Panel approval of this proposal to develop the Contract between ETP and USC Verdugo. If the required Union Letter of Support is not received within the specified 15-day period, the approval of this proposal will be cancelled with no further action taken by ETP.

## **HWAF PROJECT DETAILS**

### **Employer Need & Trainee Population**

Healthcare is one of the fastest growing industries, with the need for healthcare services increasing two-fold in the wake of the COVID-19 pandemic. This has led to not only a shortage in staff needed to provide essential healthcare, but also a shortage in necessary medical equipment. While the shortage is most critical in nursing, there is also a shortage in other allied health occupations such as medical assistants, therapists, and healthcare technicians. To that end, USC Verdugo is actively recruiting and investing in employees to upskill its workforce as well as introduce the necessary technology needed to provide essential healthcare for patients.

USC Verdugo recently expanded its services to include a new cardiac catheter lab, orthopedic surgery, otolaryngology, and urology. The Hospital also received its designation as a Primary Stroke Center and earned a certification as an Emergency Department Approved for Pediatrics. As a result, there is a need to implement medical technologies and equipment in order to continue to provide the essential services currently offered as well as hire additional staff to meet the demand.

USC Verdugo Hills Hospital has 120 vacant nursing positions that need to be filled immediately, with additional hiring planned over the next three years. The Hospital needs to fill the following:

- 50 Nurses
- 5 Licensed Vocational/ Licensed Practical Nurses
- 10 Technicians/ Technologists
- 10 Care Partner/ Certified Nursing Assistants

In addition to traditional recruiting methods, USC Verdugo has partnered with Glendale Fire Department, USC Civic Engagement, and the Keck School of Medicine to host Healthcare Day of Discovery events for high school students. The Hospital has also expanded its programs to provide a new graduate residency program with three tracks for entry-level nurses, which include, recently graduated RNs and LVNs, to transition learned skills into the acute care setting (Transition to Acute Care "TAC" program). Through this outreach the hospital is able to reach non-

traditional and underserved communities and offer career paths with access to high skilled, high waged jobs.

With the help of ETP funding proposed, USC Verdugo will be able to implement a new curriculum related to the new systems, equipment and technology related to its new care offerings. The expansion of its training offerings will also ensure that workers continue to receive training necessary for upward mobility leading to sustainable career growth, as well as provide the care patients so need in this new COVID-19 era.

### **Career Advancement/Pathways & Wage Progression – High Road Strategies**

The provisions within AB 178 state these funds shall be made available to support the Employment Training Panel training health and social workers. This funding shall meet the requirements of “high road” as specified in Sections 14005 and 14013 of the Unemployment Insurance (UI) code which defines “high road” as a set of economic and workforce development strategies to achieve economic growth, economic equity, shared prosperity and a clean environment. The strategies include, but are not limited to, interventions that: (1) Improve job quality and job access, including for women and people from underserved and underrepresented populations. (2) Meet the skill and profitability needs of employers. (3) Meet the economic, social, and environmental needs of the community.

To support occupational progression within the hospital, USC Verdugo has introduced the following:

- USC Verdugo is licensed to provide both CDPH and BRN CEU (continuing education credits necessary to remain certified and licensed within the state of California);
- In addition, should nurses provide floating care in other clinical areas through the expansion of clinical competencies, USC Verdugo pays an additional \$5/ hour to the base pay rate. Nurses can also get an additional \$5/ hour should they act as a preceptor;
- Employees can also receive tuition free education if accepted to USC;
- Finally, there are pathways for employees without formal education to start off as care workers but wish to be RNs without formal education.

USC Verdugo has expanded job qualifications for Nursing Assistants to include less traditional paths to a nursing career. Applicants may hold a CNA certification or be enrolled in a Nursing Degree program and have completed the Fundamentals of Nursing course. Certified staff who enroll in a Nursing Degree program and complete the Fundamentals of Nursing Course are still qualified to remain in their role and will not be required to maintain their state certification, thus maintaining both a job and stable career path. The hospital has also introduced a new graduate residency program for LVNs. The hospital also offers clinical specialties for nurses and as noted above, should a nurse chose to enroll in a specialty, will receive a \$5/hour pay increase to the base pay.

In 2022, a Community Health study identified the top six community health needs: Access to Care, Chronic Diseases, COVID-19, Dental Health, Economic Insecurity, and Mental Health. USC Verdugo partners with the Glendale Healthier Community Coalition, and others noted herein to address these needs. As such, the hospital supports public health education in the media and community health awareness events to encourage healthy behaviors and prevent chronic diseases; local mental health advocacy groups providing education to identify and respond to signs of mental illness; hosts an annual Suicide Awareness and Prevention conference attended by social workers, physicians, and nurses statewide; financial assistance through both free and discounted care for health care services, consistent with our financial assistance policy; free and low-cost healthcare services/screenings; transportation support to increase access to health care

services and medication, health information and referrals to needed services at community health events, an inpatient and outpatient neuropsychiatric program designed to help relieve distress for individuals aged fifty and above.

USC Verdugo reports that although the wage progression may not occur immediately following the post-training retention period, wage progression will occur as follows: training coupled with time on the job to demonstrate competency and move up the career ladder is supported with stepped-up wages.

### **Impact & Outcomes**

Consistent with Panel goals and identified workforce needs, the HWAF Guidelines approved by the Panel identify intended outcomes to address the healthcare and behavioral health workforce needs. USC Verdugo has specified the following results it intends to achieve as a result of training funded by the HWAF, and how.

USC Verdugo Hills has already made great strides toward strengthening its workforce strategies that align with High Road Employer initiatives to improve job quality and job access for entry-level workers, veterans, and workers from underserved populations. The training proposed will also aid the workforce in attaining the skills required to perform on the job and achieve career progression, wage gains, and job satisfaction. Additionally, the training of our workforce will economically support not only their families but contribute to the overall economic and social well-being of the communities currently served by the Hospital. For example, USC Verdugo Hills Hospital has established the Care Extender nursing student clinical experience and partnered with two local community colleges to expand access to clinical hours by nearly 30,000 clinical hours.

### **Diversity, Equity, and Inclusion (DEI) Plan / Policy**

USC Verdugo has provided ETP with a copy of its DEI policy (attached).

### **Contract Term Length**

Contract terms may be up to four (4) years. USC Verdugo expects to complete all training and retention by March 2027.

### **Training Plan**

Training will be delivered via Class/Lab/E-Learning/Medical Skills-Didactic/Preceptor Training in the following:

**Computer Skills:** All trainees will be offered computer skills training. Training will include Microsoft Office/ Excel Skills (Intermediate and Advanced), E-Med Order Entry Skills, and Electronic Medical Records Application Skills.

**Continuous Improvement:** All trainees will be offered continuous improvement training. Training will include Case Management/ Discharge Planning, Charge Nurse Training/ Frontline Leadership Skills, Communication Skills, Conflict Resolution Skills, CORE Measures, Crisis Prevention Intervention (CPI), Critical Thinking Skills, Culturally Appropriate Care, Customer Service Skills, Documentation Skills, FOCUS-PDCA/ Iowa Model, Teach-Back Patient Education Skills, Organization & Time Management, Relationship-Based Care Skills, Preceptor Skills (Train-the-Trainer), Performance and Quality Improvement and Procedure Skills, Team Building Skills, and Utilization Review. This training will upskill trainees and create additional career paths, leading to high skills and high wages.

**Medical Skills (Didactic):** All trainees will be offered medical skills training. This training will include but not be limited to, Acute Psychiatric Care, Advanced Cardiac Life Support, Arterial

Blood Gas Interpretation, Body Mechanics, Care of Stroke Patient, Chest Tube Care & Management, Diabetes Care & Management, EKG & Cardiac Monitoring, Electronic Fetal Monitoring, Equipment Skills (IV Pumps, Cardiac Telemetry, Vital Signs, Pulse-Oximeter, Ventilators, Specialty Beds, Mattresses, etc.), Moderate Sedation, Neonatal Nursing Skills, New Graduate Nursing Skills, Nursing Diagnosis Skills, OB Trauma, Oncology Nursing Skills, Orthopedic Nursing Skills, Pain Management, Pre & Post-Operative Care, Renal Assessment & Management, Surgical Nursing Skills, S.T.A.B.L.E., Total Parenteral Nutrition, and Wound & Skin Care. A full list of all courses can be found in the Curriculum attached to this proposal.

**Medical Skills (Preceptor):** All trainees will be offered medical skills training. This training will include but not be limited to, Emergency Room Nursing Skills, Diabetic ketoacidosis, Narcotic Management, Human Trafficking, OB Trauma, Safe Patient Handling, Triage Nursing Skills, Abuse & Neglect Training, BaroStim, Rapid Infuser, Femostop, Lucas CPR Device, MRI Pump, Hemodynamic Monitoring, Enteral Access Device Training, Car Seat Safety, Fire in Oxygen-rich Environments, Hearing Screening, Milk Warmer, Inline Suctioning, Safe Sleep, Umbilical Line Management and Care, Maternal Mental Health Conditions, End of Life Care, Sepsis, Bilirubin Monitoring & Light Therapy, Birth Equity & Inclusion and Surgical Wound Classification. A full list of all courses can be found in the Curriculum attached to this proposal.

### **Alternate Recordkeeping**

Staff has reviewed and approved the Company's request to use an alternate recordkeeping.

### **CNA to LVN**

ETP will fund training for 32 Certified Nursing Assistants (CNA) in Licensed Vocational Nurse (LVN) skills in Job Number 1.

#### ➤ Retention Modification

The Panel may also modify the retention period for these trainees. Retention is at least 180 consecutive days full-time with one employer. Full-time employment means 30 hours per week.

### **Commitment to Training**

USC Verdugo's current training budget is in excess of \$1,000,000 over a two year period. In the last ten years, the Company has revamped its training program to support providing additional healthcare services, introduction of new equipment/ technology, and the Company has identified workforce strategies to ensure trainees receive adequate training necessary for upward mobility.

The proposed ETP funding will allow USC Verdugo Hills to implement new curriculum related to the new systems, new procedure offerings, and processes described within this proposal. This will allow the Hospital to continue to expand its training capabilities for all staff.

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

#### ➤ Training Infrastructure

The Director of Clinical Education and Nursing Excellence will manage the overall project. The Hospital's two professional development specialists, other trainers and subject matter experts, two educators, and the support of unit nursing leadership and staff subject matter experts) will

also assist and manage training under the project. Finally, USC Verdugo has hired an administrative third party to assist with project administration.

### **DEVELOPMENT SERVICES**

The Company retained Training Funding Partners in Fountain Valley to assist with development of this proposal for a flat fee of \$21,500.

### **ADMINISTRATIVE SERVICES**

The Company retained Training Funding Partners in Fountain Valley to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

### **TRAINING VENDORS**

Other trainers will be identified as they are retained.

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Computer Skills**

- Microsoft Office/Excel Skills (Intermediate and Advanced)
- E-Med Order Entry Skills
- Electronic Medical Records Application Skills

#### **Continuous Improvement Skills**

- Case Management/Discharge Planning
- Charge Nurse Training/Frontline Leadership Skills
- Communications Skills
- Conflict Resolution Skills
- CORE Measures
- Crisis Prevention Intervention (CPI)
- Critical Thinking Skills
- Culturally Appropriate Care
- Customer Service Skills
- Documentation Skills
- FOCUS-PDCA/Iowa Model
- Teach-Back Patient Education Skills
- Organization and Time Management Skills
- Relationship-Based Care Skills
- Preceptor Skills (train-the-trainer)
- Performance and Quality Improvement and Procedures Skills
- Team Building Skills
- Utilization Review

#### **Medical Skills (Didactic)**

- Acute Psychiatric Care
- Acute Myocardial Infarction
- Advanced Cardiac Life Support (ACLS)
- Arterial Blood Gas (ABG) Interpretation
- Basic Life Support (BLS)
- Body Mechanics
- Care of Pediatric Patients (Acute Care, Intensive Care)
- Care of the Stroke Patient
- Central Lines Management
- Chest Tube Care & Management
- Code Blue Response & Procedures
- Critical Care Nursing Skills
- Decontamination Procedures
- Diabetes Care & Management
- Dysrhythmia Recognition & Interpretation
- Educating the Patient & Family
- EKG & Cardiac Monitoring
- Electronic Fetal Monitoring (Beginning & Advanced)
- Emergency Care of the Burn Patient

- . Emergency Room Nursing Skills
- . Equipment Skills (IV pumps, cardiac telemetry, vital signs, pulse-oximeter, ventilators, specialty beds, mattresses, etc.)
- . Evidence-Based Practices
- . Gastrointestinal Assessment and Management
- . Hemodynamic Monitoring
- . Infection Control
- . Intravenous (IV) Insertion & Therapy
- . Labor, Delivery, and Postpartum Nursing Skills
- . Medical/Surgical Nursing Skills
- . Medication Administration & Management
- . Moderate Sedation
- . Neonatal Advanced Life Support (NALS)
- . Neonatal/Infant Pain Scale (NIPS)
- . Neonatal Intensive Care Unit (NICU) Nursing Skills
- . Neonatal Nursing Skills
- . Neonatal Resuscitation Provider (NRP)
- . New Graduate Nursing Skills
- . Nurse Orientation Training (for New Grads only)
- . Nursing Diagnosis Skills
- . Nursing Process Skills
- . OB Trauma
- . Oncology Nursing Skills
- . Orthopedic Nursing Skills
- . Ostomy & Continence Care
- . Pain Management (Acute & Chronic)
- . Patient Assessment & Care
- . Patient Fall Prevention
- . Pediatric Advanced Life Support (PALS)
- . Perioperative Nursing Skills
- . PICC Line Insertion
- . Pre and Post-Operative Care
- . Psychiatric Nursing Skills
- . Psychotropic Medications
- . Rapid Response Skills
- . Renal Assessment & Management
- . Respiratory Assessment & Care
- . Restraints
- . Surgical Nursing Skills
- . S.T.A.B.L.E.
- . Telemetry Nursing Skills
- . Total Parenteral Nutrition (TPN)
- . Transfer Techniques
- . Triage Nursing Skills
- . Trauma Nursing Skills
- . Ventilator and Tracheotomy Care
- . New Graduate Program Skills
- . Wound & Skin Care

**Medical Skills (Preceptor)**

- **Emergency Department Training**
  - Emergency Room Nursing Skills
  - Diabetic Ketoacidosis
  - Lucas CPR Device
  - Narcotic Management
  - Point of Care testing
  - Rapid Infuser
  - Automated External Defibrillator
  - Blood administration and transfusion reaction
  - Human Trafficking
  - Maternal Mental Health Conditions
  - Safe Patient Handling
  - OB Trauma
  - Trauma Nursing Skills
  - Triage Nursing Skills
  - Care of Pediatric patients
  - Abuse and Neglect Training
  - Assaultive Behavior Management
  - Stroke identification and interventions
  - Pain Management and Alternatives
  - Antimicrobial Stewardship
- **Intensive Care Unit/Critical Care Unit Training**
  - Critical Care Nursing Skills
  - Arterial Line care, management, and removal
  - Automated External Defibrillator
  - BaroStim
  - Bispectral index (BIS) monitor
  - Incontinence Management
  - Blood administration and transfusion reaction
  - Rapid Infuser
  - Chest Tube management
  - Continuous Bladder Irrigation
  - Central Line maintenance, access, and removal
  - Diabetic pharmacology and management
  - Femostop
  - Glucose stabilizer
  - Diabetic Ketoacidosis
  - Lucas CPR Device
  - Narcotic Management
  - Point of Care testing
  - MRI Pump
  - Pacemaker Cart and external pacing assistance
  - Peripheral Nerve Stimulator
  - Telemetry Monitoring and EKG interpretation
  - Safe Patient handling
  - Patient Assessment & Care
  - Abuse and Neglect Training
  - Hemodynamic Monitoring
  - Pre and Post-Operative Care
  - Care of Trauma Patient

- o Ventilator & Tracheotomy Care
- o Total Parenteral Nutrition training
- o Enteral Access Device Training
- o Stroke identification and interventions
- o Pain Management and Alternatives
- o Antimicrobial Stewardship

- **Neonatal Intensive Care Unit (NICU) Training**

- o Patient Assessment & Care
- o Broselow Cart
- o Blood administration and transfusion reaction
- o Car Seat safety
- o Chest tube management
- o Code Pink
- o End of Life Care
- o Fire in Oxygen-rich environments
- o Glucose management
- o Hearing Screening
- o Micro-Draw Blood Transfer
- o Maternal Mental Health Conditions
- o NicView Camera
- o Milk Warmer
- o Inline suctioning
- o Ventilator management
- o Positional Aids and Developmental positioning
- o Safe Sleep
- o Umbilical Line Management and Care
- o Trans-illuminators
- o Umbilical Venous Catheter management, care, and removal
- o Umbilical Arterial Catheter management, care, and removal
- o Transitioning to extra uterine life
- o Neonatal Resuscitation Provider (NRP)
- o Neonatal Advanced Life Support
- o Neonatal Intensive Care Unit (NICU) Nursing Skills
- o Neonatal/Infant Pain Scale (NIPS)
- o Antimicrobial Stewardship

- **Obstetrics Unit Training**

- o Patient Assessment & Care
- o Fire in Oxygen-rich environments
- o Glucose management
- o Hearing Screening
- o Micro-Draw Blood Transfer
- o Maternal Mental Health Conditions
- o Positional Aids and Developmental positioning
- o Safe Sleep
- o Broselow Cart
- o Code Pink
- o End of Life Care
- o Transitioning to extra uterine life
- o Epidural management

- o Magnesium Sulgate Administration
  - o Malignant Hyperthermia
  - o Handling of Hazardous Drugs and waste
  - o Post-vacuum assessment and care
  - o Pacifier Use
  - o Sepsis
  - o Bilirubin monitoring and light therapy
  - o Newborn temperature management
  - o Antepartum, Labor, Delivery and Postpartum Skills
  - o Neonatal Nursing Skills
  - o S.T.A.B.L.E.
  - o Advanced & Electronic Fetal Monitoring
  - o Neonatal Resuscitation Provider (NRP)
  - o Neonatal Intensive Care Unit (NICU) Nursing Skills
  - o Birth Equity and inclusion
  - o Antimicrobial Stewardship
  - o Stroke identification and interventions
  - o Pain Management and Alternatives
- **Operating Room and Post-Anesthesia Care Unit (PACU) Training**
- o Patient Assessment & Care
  - o Arterial Line care, management, and removal
  - o Automated External Defibrillator
  - o Fire in oxygen-rich environments Gasses
  - o Malignant Hyperthermia
  - o Immediate-Use Steam Sterilization
  - o Rapid infuser
  - o Surgical Wound Classification
  - o Safe patient handling
  - o Trauma Nursing Skills
  - o Perioperative Nursing Skills
  - o Pre and Post-Operative Care
  - o Surgical Wound Classification
  - o Catheterization Nursing Skills
  - o Stroke identification and interventions
  - o Pain Management and Alternatives
  - o Antimicrobial Stewardship
- **Medical/Surgical/Telemetry Unit Training**
- o Patient Assessment & Care
  - o BaroStim
  - o Bispectral index (BIS) monitor
  - o Incontinence Management
  - o Blood administration and transfusion reaction
  - o Rapid Infuser
  - o Chest Tube management
  - o Continuous Bladder Irrigation
  - o Central Line maintenance, access, and removal
  - o Diabetic pharmacology and management
  - o Deep suctioning
  - o Patient fall prevention

- o Narcotic handling
- o Wound care and wound vacuum management
- o Safe patient handling
- o Patient Assessment and Care
- o Medical/Surgical/Telemetry Nursing Skills
- o Urologic interventional Nursing Skills
- o Suicide Assessment and Prevention
- o Venous thromboembolism prevention
- o Care of the Cardiac Patient
- o Abuse and Neglect Training
- o EKG & Cardiac Monitoring
- o Dysrhythmia Interpretation
- o Orthopedic Nursing Care
- o Cardiovascular Nursing Care
- o Gender Affirmation Nursing Care
- o Pre and Post-Operative Care
- o Stroke identification and interventions
- o Pain Management and Alternatives
- o Antimicrobial Stewardship

· **Geropsychiatry Unit Training**

- o Patient Assessment and Care
- o Abnormal Involuntary Movement Scale (AIMS)
- o Assaultive Behavior Management
- o Patient Safety Observations & Precautions
- o Suicide Assessment and Prevention
- o Psych pharmacy
- o Dementia, Delirium, and Depression
- o Inquiry Intake System
- o Leading Successful Groups
- o Therapeutic Boundaries



OUR PATIENTS. OUR UNION. OUR VOICE.

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August 31, 2022

Employment Training  
Panel 1100 J Street  
Sacramento, CA 95814

**RE: Application to Employment Training Panel for USC Verdugo Hills Hospital**

Dear Panel Members,

The California Nurses Association (CNA) who represents workers at USC Verdugo Hills Hospital has received a Notice of Intent to train Collective Bargaining agreement represented workers. The proposed training plan for the Registered Nurses and New graduate Nurses has our support.

In accordance with ETP regulation 4404, the Notice of Intent contained the information regarding the proposed training, the impacted employee population, the labor organization opportunity to participate in the agreement's development, and the effective date of the application.

By way of this letter of support, the undersigned, as an authorized labor representative of the covered union workers during the period of training described above concurs with the proposal, inclusive of the specified training and the covered members in the training plan reviewed. Any restrictions to the support provided which are outside of the specifics of the training plan approved by the Panel are between the Contractor and the Union as a condition of continued support.

Sincerely,

*Sandra Ocampo*

CALIFORNIA NURSES ASSOCIATION  
Sandra Ocampo  
Labor Representative  
400 N Brand Blvd, Suite 400  
Glendale, CA 91203

# USC Verdugo Hills Hospital

Keck Medicine of USC

August 8, 2022

Sandra Ocampo  
Labor Representative  
California Nurses Association  
225 West Broadway, Suite 500  
Glendale, California 91204

Regarding: Notice of Intent  
Projected Effective Date of ETP Contract: November 2022  
CBA Represented Workers: Registered Nurses

Dear Ms. Ocampo,

As a proposed Contractor requesting State of California Employment Training Panel funds, the following serves as a Notice of Intent in accordance with ETP regulation §4404. Collective Bargaining Agreements, which states:

Prior to presenting an application for a proposed training project to the panel, the contractor shall notify the appropriate collective bargaining agent which represents workers for whom training is proposed of its intent to apply for Panel funding. The notice of intent shall contain the information regarding the proposed training, the impacted employee population, the name of the collective bargaining agent, and the effective date of the application.

Upon receipt of the notice of intent pursuant to subdivision (a), the labor organization representing effected workers shall notify the panel, in writing, of its concurrence with the contractor's proposal. The written notification shall be signed by an authorized representative of the collective bargaining agent and received by the panel prior to further development of the agreement. The labor organization shall have the opportunity to participate in the agreement's development. REFERENCE: Section 10205(e), Unemployment Insurance Code.

Information Regarding the proposed training plan: Training will be provided to Registered Nurses and New Graduate Nurses in Didactic and Preceptor Skills topics. Occupations & number of workers planned covered under the Collective Bargaining Agreement (CBA) as specified in the proposed training plan: 350 Registered Nurses; 30 New Graduate Nurses

University of Southern California  
1812 Verdugo Boulevard, Glendale, California 91208 • Tel: 818952 3539



Written concurrence with the contractor's proposal (In the form of a Union Support Letter) as specified above shall be on Union Local(s) letterhead and contain the following exhibit language to ensure the proposed Contractor's adherence with ETP Regulations:

### **Exhibit E**

The Union with respective Local(s) has received a Notice of Intent to train Collective Bargaining agreement represented workers. In accordance with ETP regulation 4404, the Notice of Intent contained the information regarding the proposed training, the impacted employee population, the labor organization opportunity to participate in the agreement's development, and the effective date of the application.

By way of this letter of support, the undersigned, as an authorized labor representative of the covered union workers during the period of training described above concurs with the proposal, inclusive of the specified training and the covered members in the training plan reviewed. Any restrictions to the support provided which are outside of the specifics of the training plan approved by the Panel are between the Contractor and the Union as a condition of continued support.

Regards,

Theresa Murphy  
Chief Nursing Officer  
1812 Verdugo Blvd  
Glendale, CA 91208

Cc: Leah Korkis, MSN, RN, AGCNA, Director of Clinical Education and Nursing Excellence

## **USC Verdugo Hills DEI Policy**

USC Verdugo Hills Hospital formed its Diversity and Inclusion Executive steering committee in 2020 to develop a strategic framework and goals for the organization. Since then, it has developed and began to implement several initiatives, including Employee Resource Groups to foster an inclusive workplace culture, generate creative and innovative ideas from employees and community, increase awareness, respect, value, and trust within diverse communities, and improve experience and retention of employees, patients, and community.

The Human Rights Campaign Foundation (HRC) Health Equality Index (HEI) designated Keck Medicine of USC's hospitals as LGBTQ Healthcare Equality Leaders. Keck Medical Center — including Keck Hospital of USC and USC Norris Cancer Hospital — and USC Verdugo Hills Hospital received the maximum score of 100 points.

### Our Supplier Diversity Policy Statement

Keck Medicine DEI Vision - quality healthcare starts with dignity, respect, and compassion for our patients, loved ones, and colleagues. We intentionally and courageously create an inclusive and supportive clinical care, learning, research, and work environment. We actively work to dismantle systemic bias, racism, and inequalities, so everyone belongs and thrives. Keck Medicine of USC Supplier Diversity Policy At Keck Medicine of USC, we believe in the impact of serving a community and population with diverse needs. To assist patients and providers in becoming Limitless, we strive to partner with vendors that demonstrate excellence while reflecting the diverse patients we serve. Our supplier diversity commitment is to provide equitable access to procurement and contracting opportunities to large and small business entities- 51% owned and operated by minorities, women, LGBTQ+, and veterans.



**Healthcare Workforce Advancement Fund (HWAF)**

**Training Proposal for:**

**Valley Children's Healthcare dba Valley Children's Hospital**

**Contract Number: ET23-0368**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** San Diego

**Analyst:** S. Phillips

**PROJECT PROFILE**

Contract Attributes:	HWAF (Alt/Gen Funds) Retrainee HUA Medical Skills Training	Industry Sector(s):	Services (G) Healthcare (62)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Madera	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 3,402	U.S.:3,416	Worldwide: 3,416
<u>Turnover Rate:</u>	3%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$1,000,000

<b>Total ETP Funding</b>
\$499,675

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Contractual Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Medical Skills Training HUA Priority Rate	Computer Skills; Continuous Impr; Medical Skills - Didactic; Medical Skills - Preceptor	395	8-400	0	\$1,265	\$17.00
				Weighted Avg: 55			

**\*Post-Retention Wage is the Contractual Wage**

**Minimum Wage by County:** Job Number 1 (Retrainee - HUA): \$17.00 per hour for Madera County.  
**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.  
**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe  
 Although employer provides health benefits, they are not being used to meet Post-Retention Wage.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1 (Retrainee – HUA)</b>		
Pediatric Nurse Extern	\$17.00-\$20.00	20
	\$20.01-\$25.00	10
	\$25.01-\$33.65	10
Entry Level Nurse/ New Grad Nurse	\$33.00-\$47.00	250
Registered Nurse	\$33.65-\$75.00	40
Respiratory Care Practitioner	\$32.00-\$49.95	10
Clinical & Imaging Technologists	\$22.00-\$25.00	10
	\$25.01-\$73.60	10
Technicians & Assistants	\$18.95-\$20.00	5
	\$20.01-\$25.00	15
	\$25.01-\$57.00	15

**HEALTHCARE WORKFORCE ADVANCEMENT FUND (HWF) PROPOSAL**

Valley Children's Healthcare dba Valley Children's Hospital as a Single Employer Contractor, is eligible for HWF in accordance with Governor Newsom FY 22/23 budget, approved in AB178. Pursuant to Unemployment Insurance Code section 10214.6, the Panel has adopted HWF guidelines to expend \$25 million in general fund dollars as an Alternative Funding Source program.

## **INTRODUCTION**

Founded in 1952, Valley Children's Healthcare dba Valley Children's Hospital (VCH) (<https://www.valleychildrens.org>) is a non-profit organization that provides comprehensive pediatric medical care to more than 1.3 million children in Central California.

VCH serves a diverse and rural population not only in Madera County, but in farming communities across Central California as the hospital is in a location that borders Fresno, Mariposa, Merced, Mono and Tuolumne Counties. VCH is located in Madera County, a high unemployment area with a countywide unemployment of 6.3%.

This will be the Hospital's first ETP contract.

### **Veterans Program**

Although VCH is not seeking an additional job number for veterans, the Hospital works with local workforce development boards and participates in job fairs to further Veteran outreach. In 2017, VCH was the first hospital in the Central Valley honored as a recipient of the "Above and Beyond" Award by the Employer Support of the Guard and Reserve (ESGR), a subgroup of the Department of Defense; an award which honors organizations that go above and beyond the legal requirements of USERRA in providing guard and reserve employees with additional non-mandated benefits and support, demonstrating VCH's commitment to hiring and working with veterans.

## **HWAF PROJECT DETAILS**

### **Employer Need & Trainee Population**

The COVID-19 Pandemic has reshaped the way healthcare is delivered. The expansion of provided services driven by the COVID-19 Pandemic has driven more volume of patients into the emergency room as the access to primary care is scarce across the region. This has created a shortage of healthcare staff, which includes both physicians and supportive staff such as nurses, technologists, etc. to meet the current needs of patients.

Attracting talent and training new entrants to the industry is one of the significant challenges VCH faces. The biggest need is for nursing personnel, primary-care physicians and medical technicians. Vacancy rates at VCH has been higher than anticipated. The vacancy rate has increased as follows: FY2018, the vacancy rate was 1.85%, FY2019 – 2.40%, FY2020 – 4.32%, FY2021 – 7.88%, FY2022 – 8.80% and FY2023 YTD 8.91%. The vacancy rate for entry level positions currently stands at 29%. As such, VCH must hire rigorously in order to fill these vacancies to continue to provide accessible care to children in Central California. To attract the necessary talent, VCH is offering supportive wages in quality jobs and providing opportunities to advance careers, which will lead to wage increases.

In addition to facing hiring challenges, VCH is also determined to continue to provide quality care to patients. This requires the implementation of new technologies, new processes, and new approaches to care for patients. New technologies include the new Lifeflow Plus Infuser as well as new ventilators. The Hospital also must continue to train staff on updates to its Electronic Medical Record System.

### **Career Advancement & Wage Progression – High Road Strategies**

The provisions within AB 178 state these funds shall be made available to support the Employment Training Panel training health and social workers. This funding shall meet the requirements of

“high road” as specified in Sections 14005 and 14013 of the Unemployment Insurance (UI) code which defines “high road” as a set of economic and workforce development strategies to achieve economic growth, economic equity, shared prosperity and a clean environment. The strategies include, but are not limited to, interventions that: (1) Improve job quality and job access, including for women and people from underserved and underrepresented populations. (2) Meet the skill and profitability needs of employers. (3) Meet the economic, social, and environmental needs of the community.

VCH has structured career pathway programs, which are designed to meet the needs for skilled talent as well as communities' need for expanded access to healthcare services. The training in the Transition to Practice program is a prime example where the Hospital has hired new graduate nurses, some even as entry-level Nurse Techs awaiting their licensure, providing them a year-long program to transition them to a specialty area of nursing or pediatric nursing. The curriculum here includes the requisite nursing and medical skills necessary to perform the work of a pediatric nurse but also engages the learner in critical thinking, patient and family centered care skills and performance and quality improvement, which will support lifelong learning across their entire career trajectory.

VCH Offers a Transition to Practice Program for new graduate nurses and others in entry-level positions awaiting their licensure. This is a year-long program that provides them with training to support their transition into pediatric nursing. Additionally, the Hospital has a Children's Interprofessional Education Simulation Program that allows for high-fidelity simulation training. This training can be used to access entry-level jobs and assist with upward mobility through cross-training opportunities. VCH has found this to be effective at helping trainees gain the skills necessary for career advancement without the need to be in the high-pressure clinical setting to gain the requisite skills.

VCH also offers an Interprofessional Education Simulation Program, which develops skills through hands-on experience which happens in a simulated environment using various simulation techniques to optimize learning. Employees can continue to hone their skills on the job and combine this with provided formalized learning so that they may apply for promotional opportunities that would lead to wage increases. In addition to promotional salary increases, all position salary ranges are reviewed annually through VCH's market review process. All staff are also eligible for an annual merit increase that typically ranges from 2.5% to 5% depending on their annual performance review rating.

For clinical staff, the wage increases follow a ladder progression model. Pediatric Nurse Extern (PNE) is a student who has not completed their Pediatric rotation in nursing school. Once the rotation is complete, a PNE can receive a 5% increase. Once a PNE transfers to a Nurse Tech/RN I position, the rate increases to \$33.65. RNs can move from a Level I up to a Level IV before moving up to a nursing leadership pathway. When RNs combine their training with the supportive structure of the Clinical Advancement Program described herein, they can promote through the pathway. Example: a promotion from an RN I to an RN II comes with a 7% increase. VCH has also created a clinical ladder structure and/or lead position opportunities for other positions. Progression through most of the clinical ladders provides a 5% or more salary increase from one level to the next. For example to move through the 3-4 stages of the career ladder structure for the occupation would total 15-20% or more in wage increases.

Finally, VCH has created various training programs that lead to wage progression, promote retention of healthcare workers and in some cases include a licensing or certification component. These programs are available for the following positions: in-house clinical lab scientist trainees, MRI technicians, Diagnostic Medical Sonographer, and Operating Room Technician Extern.

VCH reports that although the wage progression may not occur immediately following the post-training retention period, wage progression will occur as follows:

As noted above, all staff are also eligible for an annual merit increase that typically ranges from 2.5% to 5% depending on their annual performance review rating. As documented above, there are also alternative pathways to wage progression as well.

### **Impact & Outcomes**

Consistent with Panel goals and identified workforce needs, the HWAF Guidelines approved by the Panel identify intended outcomes to address healthcare and behavioral health workforce needs. VCH has specified the following results it intends to achieve as a result of training funded by the HWAF program.

With the assistance of ETP funding, VCH is committed to strengthening efforts to attract, train and retain healthcare workers by prioritizing job quality. Further, VCH is reassessing ways to expand recruitment to underserved populations. The proposed training to be provided under this project will keep current workers employed for the long-term and will skill new workers into newly created jobs to help VCH meet the growing demand for healthcare services in rural Central California.

VCH is further committed to educational attainment providing support beyond direct training. The Hospital also provides tuition assistance to those employees who want to begin or complete their formalized college education, thus giving them a foothold into career-long wage gains. And with Madera County being home to more than seventy ethnicities, VCH is committed to creating and ensuring a diverse workplace across all aspects of the network – from patient care and honoring the diversity of families in our workplace to the medical staff and their families that support the patients.

VCH also partners with area community colleges and universities and its Director of Recruitment & Workforce Planning serves on the Madera Workforce Development Board. The team participates in the City of Madera Job fair.

### **Diversity, Equity, and Inclusion (DEI) Plan / Policy**

VCH has provided ETP with a copy of its DEI policy (attached).

### **Contract Term Length**

Contract terms may be up to four (4) years. VCH expects to complete all training and retention by March 30, 2027.

### **Training Plan**

Training will be delivered via Class/Lab/E-Learning/Medical Skills-Didactic/Preceptor Training in the following:

**Computer Skills:** This training will be offered to all trainees. Trainees will receive training in Patient Billing & Accounts Receivable Tracking Skills/ ICD10 Coding Skills, and Electronic Health Records Application Skills/ Epic System Skills.

**Continuous Improvement:** This training will be offered to all trainees. Trainees will receive training in Case Management/ Discharge Planning, Charge Nurse Training/ Frontline Leadership Skills, Communication Skills, Conflict Resolution Skills, CORE Measures, Critical Thinking Skills,

Culturally Appropriate Care, Customer Service Skills, Documentation Skills, Medical Terminology, Organization & Time Management Skills, Patient & Family Centered Care Skills, Preceptor Skills (Train-the-Trainer), Performance & Quality Improvement & Procedures Skills, and Team Building Skills.

**Medical Skills (Didactic):** This training will be offered to all trainees. Trainees will receive training in Acute Psychiatric Care, Acute Myocardial Infarction, Advanced Cardiac Life Support (ACLS), Arterial Blood Gas (ABG), Basic Life Support, Central Lines, Diabetes Care Management, Educating the Patient & Family, EKG & Cardiac Monitoring, Electronic Fetal Monitoring (Beginning & Advanced), Equipment Skills (IV Pumps, Cardiac Telemetry, Vital Signs, Pulse-Oximeter, Ventilators, Specialty Beds & Mattresses, etc.), Evidence Based Practices, Kinetic Therapy, Medication Administration & Management, Moderate Sedation, New Graduate Nursing Skills, OB Trauma, Oncology Nursing Skills, Ostomy & Continence Care, Pain Management (Acute & Chronic), Peri-operative Nursing Skills, PICC Line Insertion, Telemetry Nursing Skills, Trauma Nursing Skills, and Wound & Skin Care. A full list of courses can be found in the menu curriculum attached to this proposal.

**Medical Skills (Preceptor):** This training will be offered to all trainees. Trainees will receive training in Emergency Room Nursing, OB Trauma, Care of Pediatric Patients, Critical Care Nursing Skills, Intra-Aortic Balloon Pump Therapy, Care of Trauma Patient, Management of the Renal Transplant Surgical Patient, Pre & Post-Operative Care, Orthopedic Nursing Skills, Oncology Nursing Skills, Neonatal Intensive Care Unit Nursing Skills, Neonatal/ Infant Pain Scale, Palliative Care, Antepartum, Labor, Delivery and Postpartum Skills, Advanced & Electronic Fetal Monitoring, Neonatal Resuscitation Provider, Surgical Nursing Skills, Care of the Cardiac Patient, Dysrhythmia Interpretation, Intravenous Therapy and Oncology Nursing Skills. A full list of courses can be found in the menu curriculum attached to this proposal.

### **Electronic Recordkeeping/LMS**

VCH will utilize Cornerstone to document training. The system will track all training except for preceptor training, which will be documented in accordance with ETP standards per ETP recordkeeping regulations 4442. Cornerstone has been in use at VCH for seven years and logs start and end times for training. The system is maintained by the program coordinator, HRIS Admin and staff development specialist. A printout has been provided to and reviewed by ETP. ETP has reviewed and approved use of LMS.

### **High Unemployment Area**

All trainees (Job Number 1 – 395 Trainees) work in Madera County, a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25% (The state unemployment average is 4%. In Madera County its 6.3%).

#### ➤ Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. VCH is requesting the HUA wage of \$17.00 per hour be applied to this project. VCH has committed to not utilizing health benefits to meet this wage.

### **Commitment to Training**

VCH has an annual training budget of \$1,000,000. The proposed funding will help support VCH as it expands training programs outlined above, which will allow the Hospital to hire more workers in entry level roles as well as upskill existing workers.

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

VCH has identified the Director of Workforce Engagement and Development to manage the overall project. The Hospital has also retained an administrative third party to assist with project administration for this project.

### **DEVELOPMENT SERVICES**

The Company retained Training Funding Partners in Fountain Valley to assist with development of this proposal for a flat fee of \$17,500.

### **ADMINISTRATIVE SERVICES**

The Company also retained Training Funding Partners to perform administrative services in connection with this proposal for a fee of not to exceed 13% of payment earned.

### **TRAINING VENDORS**

Other trainers will be identified as they are retained.

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Computer Skills**

- Patient Billing and Accounts Receivable (PBAR) tracking Skills/ICD10 Coding Skills
- Electronic Health Records Application Skills/Epic System Skills

#### **Continuous Improvement Skills**

- Case Management/Discharge Planning
- Charge Nurse Training/Frontline Leadership Skills
- Communications Skills
- Conflict Resolution Skills
- CORE Measures
- Critical Thinking Skills
- Culturally Appropriate Care
- Customer Service Skills
- Documentation Skills
- Medical Terminology
- Organization and Time Management Skills
- Patient and Family Centered Care Skills
- Preceptor Skills (train-the-trainer)
- Performance and Quality Improvement and Procedures Skills
- Team Building Skills

#### **Medical Skills (Didactic)**

- Advanced Cardiac Life Support (ACLS)
- Arterial Blood Gas (ABG) Interpretation
- Basic Life Support (BLS)
- Body Mechanics
- Care of the Neurosurgical Patient
- Care of Pediatric Patients (Acute Care, Intensive Care)
- Care of the Stroke Patient
- Central Lines Management
- Chest Tube Care & Management
- Clinical Lab Skills
- Code Blue Response & Procedures
- Critical Care Skills
- Diabetes Care & Management
- Dysrhythmia Recognition & Interpretation
- Educating the Patient & Family
- EKG & Cardiac Monitoring
- Emergency Care of the Burn Patient
- Emergency Room Care Skills
- Equipment Skills (Lifeflow Infusor, ventilators, IV pumps, cardiac telemetry, vital signs, pulse-oximeter, specialty beds and mattresses, etc.)
- Evidence Based Practices
- Gastrointestinal Assessment and Management

- . Hemodynamic Monitoring
- . Imaging Skills
- . Infection Control
- . Intra-Cranial Pressure Monitoring & Ventriculostomy
- . Intravenous (IV) Insertion & Therapy
- . Medical/Surgical Nursing Skills
- . Medication Administration & Management
- . Moderate Sedation
- . Neonatal Intensive Care Unit (NICU) Patient Care Skills
- . Neonatal Resuscitation Provider (NRP)
- . Entry Level Nursing Skills
- . Nurse Orientation Training (for New Grads only)
- . Nursing Process Skills
- . OB Trauma
- . Oncology Nursing Skills
- . Orthopedic Nursing Skills
- . Ostomy & Continence Care
- . Pain Management (Acute & Chronic)
- . Patient Assessment & Care
- . Patient Fall Prevention
- . Pediatric Advanced Life Support (PALS)
- . Peri-operative Care Skills
- . PICC Line Insertion
- . Pre and Post Operative Care
- . Rapid Response Skills
- . Renal Assessment & Management
- . Respiratory Assessment & Care
- . Restraints
- . Surgical Nursing Skills
- . S.T.A.B.L.E.
- . Telemetry Nursing Skills
- . Total Parenteral Nutrition (TPN)
- . Transfer Techniques
- . Triage Care Skills
- . Trauma Care Skills
- . Wound & Skin Care

### **Medical Skills (Preceptor)**

- . **Emergency Department Training**
  - o Emergency Room Care Skills
  - o Emergency Care of the Burn Patient
  - o OB Trauma
  - o Trauma Care Skills
  - o Triage Care Skills
  - o Care of Pediatric patients
- . **Pediatric Intensive Care Unit/Critical Care Unit Training**
  - o Critical Care Skills
  - o Patient Assessment & Care
  - o Intracranial Pressure Monitoring & Ventriculostomy
  - o Hemodynamic Monitoring
  - o Pre and Post Operative Care

- o Care of Trauma Patient
- o Management of the Post- Renal Transplant Patient
- o Ventilator & Tracheotomy Care
- **Medical/Surgical Unit Training**
  - o Patient Assessment & Care
  - o Medical/Surgical Skills
  - o Pre and Post Operative Care
  - o Orthopedic Skills
  - o Management of the Post- Renal Transplant Patient
  - o Oncology Care Skills
  - o Endocrinology Care Skills
  - o Nephrology Care Skills
  - o GI Care Skills
  - o Respiratory Care Skills
  - o Neurology Care Skills
  - o Post-Operative Cardiac Care Skills
- **Neonatal Intensive Care Unit (NICU) Training**
  - o Patient Assessment & Care
  - o Neonatal Resuscitation Provider (NRP)
  - o Neonatal Intensive Care Unit (NICU) Care Skills
  - o Neonatal Pain, Agitation and Sedation Scale (N-PASS)
  - o Palliative Care
  - o S.T.A.B.L.E.
- **Operating Room and Post-Anesthesia Care Unit (PACU) Training**
  - o Trauma Nursing Skills
  - o Care of the Burn Patient
  - o Peri-operative Nursing Skills
  - o Pre and Post Operative Care
- **Surgical Services Unit Training**
  - o Trauma Nursing Skills
  - o Surgical Nursing Skills
  - o Pre and Post Operative Care

Valley Children's believes that diversity enhances the continually changing educational climate and improves educational outcomes. Diversity enriches reflection in our patient care, serves to promote advocacy and reduces healthcare disparities amongst children.

The Hospital recognizes that ethnic and cultural diversity are important aspects of providing the highest quality care and is dedicated to recruiting both physicians and staff who are equally diverse. Valley Children's Healthcare is home to more than 670 physicians and 3,500 staff, and partners with providers and organizations throughout our service area to deliver the best care to kids closer to home. The Hospital also extends its DEI policy to its suppliers. Valley Children's is committed to creating and ensuring a diverse workplace across all aspects of our network – from patient care and honoring the diversity of our families to our workforce, medical staff, volunteers, vendors, suppliers and community benefit investments.

Valley Children's values building relationships with vendors that share our commitment to creating a diverse, inclusive environment. To this end, Valley Children's pledges to:

- Seek out minority-owned, women-owned, LGBTQ+-owned, and disabled veteran-owned businesses to become part of our network's supply chain pool of vendors.
- Educate Valley Children's internal staff and the communities served by the Hospital about the importance of supplier diversity, the work Valley Children's is doing in this area, and how interested businesses can get involved



**WORKFORCE LITERACY PILOT PROGRAM**

**Training Proposal for:**

**EI Sol Neighborhood Educational Center**

**Contract Number: ET23-0365**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** J. Garcia

**PROJECT PROFILE**

Contract Attributes:	Job Creation Initiative Retrainee HUA	Industry Sector(s):	Services (G) Healthcare (62)
Counties Served:	San Bernardino, Riverside	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 170	U.S.: 170	Worldwide: 170
Turnover Rate:	15%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$325,000

<b>Total ETP Funding</b>
\$319,125

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee	English Literacy Skills, Digital Literacy Skills, Wkfrce Prep Skills, Technical Skills	70	8-200	0	\$2,875	\$15.50
				Weighted Avg: 125			
2	Job Creation	English Literacy Skills, Digital Literacy Skills, Wkfrce Prep Skills, Technical Skills	41	8-200	0	\$2,875	\$15.50
				Weighted Avg: 125			

\*The required post retention minimum wage for all trainees under this program will be the California State minimum wage or the local minimum wage for localities with a higher minimum wage than the State.

Occupation Titles/Number of Trainees	
Occupation Titles	Estimated # of Trainees
<b>Job Number 1</b>	
Community Health Workers	40
CHW Managers	30
<b>Job Number 2</b>	
Community Health Workers	41

**WORKFORCE LITERACY PILOT PROGRAM PROPOSAL**

The applicant is eligible for the Workforce Literacy Pilot Program in accordance with Governor Newsom’s FY22/23 budget, approved in AB178. Pursuant to Unemployment Insurance code section 10214.6 and ETP Regulation 4451, the Panel has adopted the Workforce Literacy Pilot Program Guidelines to expend \$10 million in one-time General Fund dollars as an Alternative Funding Source program.

Under this authority, these guidelines are created to ensure the success of this Workforce Literacy Pilot Program while meeting the legislative intent of expanding workforce literacy training within the State of California through ETP’s existing model.

These funds will enable eligible contractors to create or expand workplace literacy training in English, math, digital skills, workforce preparation activities, and technical skills for immigrants, refugees, and other English Language Learners.

California is home to millions of immigrants, refugees, and English Language Learners who are an integral part of our state’s economic success. Individuals within these demographics face cultural, language, educational, and other barriers that limit their access to education and workforce development services including job-training programs that provide opportunities to gain skills and experience leading to sustainable wages.

Many of these individuals work in low paying jobs without opportunities for advancement. The high poverty, low skill levels, and low literacy levels of these populations cause hardships for these individuals and their families, often adding to higher unemployment in California.

Because of the low wages of the intended target population and the goals of this training program to help train in basic literacy, ETP does not want to create barriers to training for potential trainees based on low wages. Research has shown that greater English literacy skills are closely correlated with higher earnings, and workplace literacy programs that help workers to build these skills can play a powerful role in economic advancement.

California recognizes the opportunity to address the language, education, and skill needs of our immigrant, refugee, and English language-learner populations by engaging employers to build the skills of their workers to improve the competitiveness of their business. In doing so, the State and employers can ensure our workforce system is effectively working to lift people out of poverty and on a path to upward mobility.

## **INTRODUCTION**

Founded in 1991 and headquartered in San Bernardino, El Sol Neighborhood Educational Center (El Sol) (<https://www.elsolnec.org/>) is a pioneer in Community Health Worker (CHW) programs in the Inland Empire. El Sol focuses on identifying, training, deploying, and supporting CHWs in the region.

El Sol has four locations in San Bernardino, Coachella, Victorville and Upland and provides services for the community, older adults, health and human, and social. The Company also provides training for CHWs, maternal and infant health services, English as a Second Language (ESL) assistance, and workforce development assistance. Services are provided to vulnerable and traditionally marginalized populations with higher risk for adverse health outcomes, and the general public.

Each year, El Sol serves over 50,000 community residents through its programs, working to achieve positive and measurable change. El Sol offers foundations and technical assistance on the development and implementation of CHW programs to identify and target community priorities.

El Sol's has a commitment to empowerment through the implementation of robust community education by CHWs. Because of the success with CHWs, El Sol is called to work with hard-to-reach populations to deliver impactful culturally and linguistically responsive health promotion and community education.

## **PROJECT DETAILS**

This will be El Sol's first ETP Contract. The Company's designated ETP high unemployment areas include San Bernardino, Coachella and Victorville. Consistent with the demographics of the counties, El Sol trainee population includes immigrants and English language learners. The target region is estimated to have 70% Latinos/Hispanics, with a significant participation of immigrants and English Language Learners. All trainees for this program will be immigrants, refugees, or other English language learners.

This proposed training is designed to build literacy training among individuals who can serve as CHWs and includes work preparation, career planning, and technical skills required for CHWs. The training will equip and prepare CHWs to actively participate in the workforce and will place focus on didactic training using popular education models, as well as experiential learning through practicum, field experience and apprenticeship. Evaluation of training will include pre-post

assessments, journals, and competency-based portfolios to document the acquisition of key competencies associated with success and effectiveness of CHWs.

EI Sol will first emphasize on English literacy language skills training (70% per trainee) followed by support in other CHW job-specific and soft skills (30% per trainee) which demonstrates a comprehensive approach to training. By prioritizing the foundation of English skills development, EI Sol ensures that trainees enhance their proficiency in the language before applying to their specific work situations. Trainees will gradually build confidence in using English for their job duties and gain lifelong skills in reading, writing, comprehension and speaking required for advancement.

ETP funding will help build the capacity of the organization to train CHWs in the future. Effective and successful CHWs are those who are representative of the population served. This means that to serve populations who experience barriers to employment and health or social inequities, CHWs must derive from these communities. This funding helps to subsidize the learning phase so that CHWs receive compensation while receiving training and being introduced to the occupation. Approximately 20% of participants are part-time employees at the start of training. Of this group, it is estimated that 75% will transition to full time employment after completion of training. Only trainees that meet ETP Literacy program retention requirements will receive reimbursement.

### **Retrainee - Job Creation**

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage.

The Company will hire 41 new employees (Job Number 2) to anticipate the need for trained CHWs, which will be hired by EI Sol and other organizations throughout the region. The state needs at least 25,000 CHWs through 2025 and the emphasis on CHWs to improve population health underscores the importance of CHWs in the next two years. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

### **Impact/Outcome**

Upon completion of training, trainees will be eligible to receive Community Health Worker certification or Community Health Worker Apprenticeship certification.

### **Training Plan**

At least 70% of training hours for each trainee under this program must include literacy skills, with a significant portion of the literacy skills dedicated to English literacy.

EI Sol has experience delivering English literacy training and tracks the number of hours for each learner/trainee and the time spent on each topic. The training log is used to confirm the percent of hours trained for each trainee. All training courses will be led by an instructor, peer mentor or coach, with some courses including self-reflection and self-assessment components.

**English Literacy Skills:** This training will be offered to all occupations. The training will cover various aspect of ESL and effective communication. This component will focus on improving participants' language skills, including grammar, vocabulary, pronunciation, and sentence structure. All training is catered to only individuals that are non-native English speakers, helping them enhance their language proficiency and fluency.

**Digital Literacy Skills:** This training will be offered to all occupations and include Software Management Skills, CHW Hub Navigation Skills, Data Entry System and Microsoft Suites.

**Workforce Preparation Skills:** This training will be offered to all occupations and include Program Planning, Program Evaluation, Effective Supervision, Professional Development and CHW Basic Training.

**Technical Skills:** This training will be offered to all occupations and include Project Management, Social Media Management and Database Management.

### **Commitment to Training**

ETP funds will not displace the existing financial commitment to training. El Sol has an annual training budget of approximately \$65,000 and focus on basic English literacy, technical skills and workforce preparation activities. This training introduces innovation by combining peer mentors, coaches, didactic sessions, and experiential learning.

#### ➤ Training Infrastructure

El Sol's Executive Director will oversee all aspects of the ETP Contract. The Training Project Director will have direct responsibility for overseeing and supporting Community Health Worker trainees. An additional Project Manager/Trainer with experience in planning, developing, and implementing health education interventions, and additional experience in CHW training and material development, will be providing support as well. El Sol has a detailed training schedule in place and is ready to begin training following Panel approval. Training will take place at the Company's four locations in California and will be delivered by in-house experts and vendors as needed.

### **Trainer Qualifications**

All training under this program will only be delivered by qualified instructors. A qualified instructor is someone who is competent in the subject matter, holds a bachelor's degree, and has a minimum of two years of directly relevant teaching experience.

### **Tuition Reimbursement**

Students enrolled in the ETP-funded program will not be charged tuition, fees, or any other costs associated with training. The representation will be made a condition of the Contract.

### **DEVELOPMENT SERVICES**

N/A

### **ADMINISTRATIVE SERVICES**

N/A

### **TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Digital Literacy Skills**

- Software Management Skills
- CHW Hub Navigation Skills
- Accounting System Management Skills
- Data Entry System
- Microsoft Suites

#### **English Literacy Skills**

- English as a Second Language -Level A and B
- Health Vocabulary
- How to Communicate
- English Writing Skills
- English Comprehension

#### **Technical Skills**

- Project Management
- Social Media Management
- Database Management
- Public Health
- Community Health and Illness
- Health Care and Policy
- Ethical Practice/HIPPA
- Cultural Humility
- Emotional Intelligence
- Leadership
- Case Management
- Client Centered Counseling
- Home Visitation
- Guiding Principles for working with individuals
- Working to Promote Health
- Health Outreach
- Health Education

#### **Workforce Preparation Activities**

- Program Planning
- Program Evaluation
- Effective Supervision
- Evaluation and Monitoring
- CHW Basic Training
- CHW Specialized Training
- Home Visitation Training
- Life Coach
- Professional Development

- Cultural Competence
- Interpersonal Relationship Skills
- Protocols and Safety



**WORKFORCE LITERACY PILOT PROGRAM**

**Training Proposal for:**

**San Bernardino Community College District**

**Contract Number: ET23-0344**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** D. Tran

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee SB <100	Industry Sector(s):	MEC (H) Agriculture (B) Construction (23) Manufacturing (33) Transportation and Warehousing (48-49)
Counties Served:	Statewide	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$424,120		\$73,760 20%		\$497,880

<b>In-Kind Contribution:</b>	<b>50% of Total ETP Funding Required</b>	<b>\$978,888</b>
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	English Literacy Skills; Digital Literacy Skills; Math Literacy Skills; Workforce Preparation Activities; Technical Skills;	461	8-200	0	\$1,080	\$15.50
				Weighted Avg: 40			

\*The required post retention minimum wage for all trainees under this program will be the California State minimum wage or the local minimum wage for localities with a higher minimum wage than the State.

Wage Range by Occupation	
Occupation Titles	Estimated # of Trainees
Administrative Staff	30
Frontline Staff	157
Leads	20
Maintenance/Technicians Staff	30
Manager/Supervisor	21
Manufacturing Staff	49
Warehouse/Distribution Staff	154

**WORKFORCE LITERACY PILOT PROGRAM PROPOSAL**

The applicant is eligible for the Workforce Literacy Pilot Program in accordance with Governor Newsom’s FY22/23 budget, approved in AB178. Pursuant to Unemployment Insurance code section 10214.6 and ETP Regulation 4451, the Panel has adopted the Workforce Literacy Pilot Program Guidelines to expend \$10 million in one-time General Fund dollars as an Alternative Funding Source program.

Under this authority, these guidelines are created to ensure the success of this Workforce Literacy Pilot Program while meeting the legislative intent of expanding workforce literacy training within the State of California through ETP’s existing model.

These funds will enable eligible contractors to create or expand workplace literacy training in English, math, digital skills, workforce preparation activities, and technical skills for immigrants, refugees, and other English Language Learners.

California is home to millions of immigrants, refugees, and English Language Learners who are an integral part of our state’s economic success. Individuals within these demographics face cultural, language, educational, and other barriers that limit their access to education and workforce development services including job-training programs that provide opportunities to gain skills and experience leading to sustainable wages.

Many of these individuals work in low paying jobs without opportunities for advancement. The high poverty, low skill levels, and low literacy levels of these populations cause hardships for these individuals and their families, often adding to higher unemployment in California.

Because of the low wages of the intended target population and the goals of this training program to help train in basic literacy, ETP does not want to create barriers to training for potential trainees based on low wages. Research has shown that greater English literacy skills are closely correlated with higher earnings, and workplace literacy programs that help workers to build these skills can play a powerful role in economic advancement.

California recognizes the opportunity to address the language, education, and skill needs of our immigrant, refugee, and English language-learner populations by engaging employers to build the skills of their workers to improve the competitiveness of their business. In doing so, the State and employers can ensure our workforce system is effectively working to lift people out of poverty and on a path to upward mobility.

## **INTRODUCTION**

Founded in 1926, San Bernardino Community College District (SBCCD) ([www.sbccd.org](http://www.sbccd.org)) is one of the 72 College Districts in the State of California. The district consists of two colleges, The Crafton Hills College in Yucaipa, and San Bernardino Valley College in San Bernardino. Located in the City of San Bernardino, SBCCD provides academic instruction leading to a certificate, terminal degree, or transfer to a four year institution. In addition to the physical campuses, the district also operates and manages the Economic Development & Corporate training center, also located in the City of San Bernardino. This center provides customized not-for-credit training and education to incumbent workers employed by local businesses and community based organizations.

This training proposal will target trainees of limited English and literacy skills comprehension and will focus on building those core skills along with complementing technical and workforce preparation activities to give trainees the skills necessary for positive career mobility and promotional opportunities. This will be SBCCD's tenth ETP contract and the fourth within the last five years.

## **PROJECT DETAILS**

San Bernardino Community College District has seen an increase in students and enrollees from individuals with very limited English speaking abilities. The campus has seen a growing number of enrollees that have recently immigrated to California and are seeking employment but are, however, struggling due to their limited English and general lack of literacy skills such as basic math, reading, writing skills and comprehension. This has had a significant impact on their abilities to obtain meaningful employment or opportunities for career mobility.

The college district operates the Economic Development & Corporate Training division which focuses on providing not-for-credit training. This division, along with the partners it works closely with, have expressed recurring issues of employment barriers commonly found in the workplace and understand that this is a critical component to both employer and employee success for long term upward career mobility and career advancement opportunities. The goal of this training program is to eliminate and remove many of the language and other related literacy skills barriers that are preventing many of the trainees from achieving economic equality and promotional opportunities that will lead to significantly better employment, and an overall better quality of life.

The SBCCD is also a member of the Inland Empire Manufacturer's Consortium that lists among its members over 90 local area manufacturing and logistics companies. The feedback from these companies reflects a strong need for a dedicated literacy and foundational skills training program to address many of the skill gaps and employment barriers throughout the industry. With the

rapidly changing economy, employers are looking to remove communication barriers among their employees. Due to the COVID 19 pandemic, many employers faced dire challenges of labor shortages and mass retirement of skilled workers. This created major skill gaps across the industry and many employers resorted to hiring unskilled employees, many of which are immigrants, refugees, or English language learners that needed extensive training in both core skills and technical workplace skills. The College is collaborating with the Adult Education Consortium, the Inland Empire Manufacturer's Consortium, and the Economic Development and training division to develop and facilitate this literacy pilot program.

## Training Plan

At least seventy percent (70%) of training hours for each trainee under this program must include literacy skills, with a significant portion of the literacy skills dedicated to English literacy. Training will be delivered in a class/lab setting.

**English Literacy Skills:** this training will be offered to all occupations. This training will focus on core English literacy skills in reading, writing, and speaking. Topics include workplace English, basic reading, and basic writing.

**Digital Literacy Skills:** this training will be offered to all occupations. This training will focus on building core competencies for use of technology in the modern workplace. Topics include typing skills, managing an email, computer hardware, and Microsoft Office.

**Math Literacy Skills:** this training will be offered to all occupations. This training will focus on basic math skills along with industry specific math for production and manufacturing. Topics include Basic math and Shop math.

**Workforce Preparation Skills:** this training will be offered to all occupations. This training will focus on teaching interpersonal and technical vocational skills. Topics include Customer Service, Conflict Management, and leadership skills.

**Technical Skills:** this training will be offered to all occupations. This training will focus on core employment skills across the general manufacturing and production industries. Topics include welding skills, construction skills, and Manufacturing Mechanics.

## Commitment to Training

SBCCD and its collaborative partners are committed to ensuring the success of this program and its target intended training population. Bridging the gap both in skills and socio economic achievement is critical to the success of California's economy, the vast array of employers, as well as for the trainees themselves.

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

### ➤ Training Infrastructure

This training proposal will be administered and overseen by the Economic Development and Training Division. This division has been coordinating and delivering grant and contract funded training projects for over fifteen years and has partnered with ETP on ten prior training proposals.

## Tuition Reimbursement

SBCCD represents that students enrolled in the ETP-funded program will not be charged tuition, fees, or any other costs associated with training. The representation will be made a condition of the Contract.

## Alternate Recordkeeping

Staff has reviewed and approved the contractors request to use alternate recordkeeping for training delivered through E-Learning/Distance-led training.

## Marketing and Support Costs

SBCCD is requesting 20% in support costs. The college district provides support and training to local area employers and is also part of the rapid response team coordinated by the San Bernardino Workforce Investment Board that was created to respond to the immediate training needs of the local employers experiencing a critical need for skill upgrade training. Many of the companies have committed to participating in training as they understand the critical need to address these immediate issues so that employers can retain and continue to promote and provide economic advancement opportunities to these individuals.

## Trainer Qualifications

SBCCD certifies that all training under this program will only be delivered by qualified instructors. A qualified instructor is someone who is competent in the subject matter, holds a bachelor's degree, and has a minimum of two years of directly relevant teaching experience.

The instructors were chosen and curriculum for this training proposal were designed by English as a second language faculty in partnership with professional experts and other subject-matter experts who will provide technical and workforce preparation activities training.

## ACTIVE PROJECTS

Contractors may apply for a Workforce Literacy Pilot Program funded project in addition to a core funded program and/or other alternate funded program in the same fiscal year if those programs are not also funding the intended trainee population and training types of this program. Concurrent enrollment is allowed for trainees within this program and a core program funded project or alternate funding program, however concurrent training hours or topics between two programs are not allowed.

The following table summarizes Contractor's performance under an active ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained	Potential Earnings (Based on Tracked Hours) (\$ %)
ET22-0187	\$1,510,710	12/20/21 – 12/19/23	1,611	306	7	\$822,081 (54%)

As of the date of this proposal, SBCCD currently has an active CCCF funded contract, ET22-0187, and has tracked 34,772 hours which equates to \$822,081, or approximately 54% of potential funds. The college district has a significant amount of training in the pipeline that is still on schedule to be completed. SBCCD expects to earn 100% of potential funds.

**PRIOR PROJECTS**

The following table summarizes Contractor's performances under ETP Contracts that were completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET20-0356	Statewide	06/29/20 – 06/28/22	\$749,005	\$657,312 (87%)
ET17-0421	Statewide	03/01/17 – 02/28/19	\$949,897	\$945,533 (99%)

**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Digital Literacy Skills**

- Basic Computer Skills
- Cybersecurity
- Software Applications
- Computer Hardware
- Microsoft Office
- Managing Email
- Typing Skills
- Document Control
- Managing Email
- Internet Navigation and Browsing
- Internet of Things (IOT)
- World-Wide Web
- Mobile Devices
- Videoconferencing Applications
- Adobe Applications
- Computer-Aided Drafting & CAM
- Database Management
- Solid Works Modeling
- Shipping Solutions and Related Logistic Software
- Computer Networking
- Inventory Control
- Purchase Order Tracking
- Cost Tracking and Analysis
- Google IT Support Professional

#### **English Literacy Skills**

- English as a Second Language (ESL)
- Workplace English as a Second Language (ESL)
- Basic Writing
- Basic Reading
- Language Comprehension

#### **Math Literacy Skills**

- Basic Math
- Shop Math

#### **Technical Skills**

- Equipment Operation
- Tools and procedures
- Forklift Training Certification
- Welding Skills
- Implementing Safe Quality Food (SQF)

- Manufacturing Skills
- Production Operations
- Supply Chain Elements
- Warehousing
- Construction Skills
- HVAC (Heating, Ventilation, & Air Condition)
- Commercial and Residential Utility Line Arborist Skills
- Medical Skills
- Lean/5-S
- 6 Sigma
- Safety Skills
- Cal OSHA 10
- Cal OSHA 30

**Workforce Preparation Activities**

- Career Readiness Skills
- Customer Service
- Business Etiquette
- Business Writing
- Working in Groups and Teams
- Conflict Management
- Interpersonal Skills
- Project Management
- Time Management
- Leadership Skills
- Supervisory Skills
- Performance Management
- Presentation Skills
- Interviewing
- Goal Setting
- Communication Skills
- Business Strategies
- Decision Making /Critical Thinking
- Problem Solving

## Participating Employers in Retrainee Multiple Employer Contracts

### *Self-reported listing of potential employers participating in the contract*

Contractor's Name: San Bernardino CCD

CCG No.: ET23-0344

Reference No: APP-20213552

Page 1 of 2

ALPHABETIZE BY COMPANY NAME

Company: ACT Fulfillment, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 3155 Universe Dr.	
City, State, Zip: Jurupa Valley, CA, 91752	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 25	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 189	
Total # of full-time company employees in California: 189	
Company: Ameriwood Industries, Inc. (dba Dorel Home Furnishings)	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 5400 Shea Center	
City, State, Zip: Ontario, CA 91761	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 4	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 50	
Total # of full-time company employees in California: 50	
Company: Fender Musical Instruments Corp.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 311 Cessna Circle	
City, State, Zip: Corona, CA 92880	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 150	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 3208	
Total # of full-time company employees in California: 1,246	
Company: Ingram Micro, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 12510 Micro Drive	
City, State, Zip: Eastvale, CA 91752	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 15	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 22,520	
Total # of full-time company employees in California: 1,109	

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: San Bernardino CCD

CCG No.: ET23-0344

Reference No: APP-20213552

Page 2 of 2

ALPHABETIZE BY COMPANY NAME

Company: National Distribution Center (NFI)	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 6725 Kimball Ave.	
City, State, Zip: Chino, CA 91764	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 750	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 12,600	
Total # of full-time company employees in California: 3,000	
Company: ODW Logistics, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 5685 E Jurupa St.	
City, State, Zip: Ontario, CA 91761	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 60	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 1,900	
Total # of full-time company employees in California: 300	



## WORKFORCE LITERACY PILOT PROGRAM

Training Proposal for:

### California Manufacturers and Technology Association

Contract Number: ET23-0380

Panel Meeting of: June 9, 2023

ETP Regional Office: Sacramento

Analyst: C. Kaiser

#### PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	MEC (H) Manufacturing (33) Professional, Scientific, Technology (54) Services (61, 71, 72, 81, 92)
Counties Served:	Statewide	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		

#### FUNDING DETAIL

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$424,120		\$73,760 20%		\$497,880

In-Kind Contribution:	50% of Total ETP Funding Required	\$750,000
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Digital Literacy Skills, English Literacy Skills, Math Literacy Skills, Wrkfrce. Prep Activities	461	8-200	0	\$1,080	\$15.50
				Weighted Avg:40			

\*The required post retention minimum wage for all trainees under this program will be the California State minimum wage or the local minimum wage for localities with a higher minimum wage than the State.

<b>Occupation Titles/Number of Trainees</b>	
Occupation Titles	Estimated # of Trainees
Administrative Support	36
Customer Service and Sales Staff	43
Healthcare and Childcare Staff	36
Housecleaning/Janitorial Staff	36
Information Technology/Software/Engineer Staff	22
Maintenance and Field Technicians	45
Managers and Supervisors	25
Manufacturing/Food/Production Associates	50
Retail Staff	85
Security/Drivers	34
Warehouse/Logistics	49

**WORKFORCE LITERACY PILOT PROGRAM PROPOSAL**

The applicant is eligible for the Workforce Literacy Pilot Program in accordance with Governor Newsom's FY22/23 budget, approved in AB178. Pursuant to Unemployment Insurance code section 10214.6 and ETP Regulation 4451, the Panel has adopted the Workforce Literacy Pilot Program Guidelines to expend \$10 million in one-time General Fund dollars as an Alternative Funding Source program.

Under this authority, these guidelines are created to ensure the success of this Workforce Literacy Pilot Program while meeting the legislative intent of expanding workforce literacy training within the State of California through ETP's existing model.

These funds will enable eligible contractors to create or expand workplace literacy training in English, math, digital skills, workforce preparation activities, and technical skills for immigrants, refugees, and other English Language Learners.

California is home to millions of immigrants, refugees, and English Language Learners who are an integral part of our state's economic success. Individuals within these demographics face cultural, language, educational, and other barriers that limit their access to education and

workforce development services including job-training programs that provide opportunities to gain skills and experience leading to sustainable wages.

Many of these individuals work in low paying jobs without opportunities for advancement. The high poverty, low skill levels, and low literacy levels of these populations cause hardships for these individuals and their families, often adding to higher unemployment in California.

Because of the low wages of the intended target population and the goals of this training program to help train in basic literacy, ETP does not want to create barriers to training for potential trainees based on low wages. Research has shown that greater English literacy skills are closely correlated with higher earnings, and workplace literacy programs that help workers to build these skills can play a powerful role in economic advancement.

California recognizes the opportunity to address the language, education, and skill needs of our immigrant, refugee, and English language-learner populations by engaging employers to build the skills of their workers to improve the competitiveness of their business. In doing so, the State and employers can ensure our workforce system is effectively working to lift people out of poverty and on a path to upward mobility.

## **INTRODUCTION**

California Manufacturers and Technology Association (CMTA) ([www.cmta.net](http://www.cmta.net)) is a trade association representing a large number of California's manufacturing, processing, service and technology-based companies. Headquartered in Sacramento, CMTA has worked closely with its member companies and ETP to implement successful work skills training programs for over 20 years. CMTA's comprehensive advocacy and educational initiatives seek to foster a business environment that will lead to the creation and retention of high-wage, high-skill jobs that will enhance the overall prosperity of California. CMTA promotes training programs and policies that help manufacturers achieve higher performance. For this Contract, CMTA will train immigrants, refugees, and/or other English Language Learners. This will be CMTA's seventh ETP project in the last five years.

## **PROJECT DETAILS**

Training will help ease the barriers companies and employees face in areas such as communication, operating procedures, equipment operation, and technology. Participating companies are expecting an increase of retirements over the next five years and need to upskill current and incoming employees for promotions and higher job functions. By providing Literacy Skills, immigrants, refugees, and other English Language Learners will have opportunities to promote and increase operational efficiencies within the Company. CMTA will create training around the individual trainee's goals and the Company's goals by using a third party vendor, Voxy. Voxy trainers will train in group settings and will also provide one-on-one training so the trainees can acquire additional literacy skills to aid in job function and effectively communicate within the company and with clients. By receiving the specialized training, trainees will have more opportunities for job advancement and to earn higher wages.

The English Literacy, Digital Literacy, and Math Literacy Skills topics are vital so the trainees can read and comprehend operating procedures and regulations required to fulfill their job obligations. English Literacy Skills will help break down communication barriers between the trainees, their teammates, and managers. Technical Skills and Workforce Preparation Activities topics will assist the trainee in learning the required skills to perform current job duties, learn new skills and receive opportunities for advancement.

Each trainee will receive a certificate upon completion of the course. For example, the English proficiency certificate will identify the level of proficiency based on international standards according to the Common European Framework of Reference for Languages (CEFR).

With increased English, Digital and Math literacy, trainees will be able to overcome major obstacles in obtaining higher skills and higher paying wage jobs. This will help reduce or eliminate financial hardships for trainees.

### **Training Plan**

At least seventy percent (70%) of training hours for each trainee under this program must include literacy skills, with a significant portion of the literacy skills dedicated to English literacy.

Training will be offered via Distance Education/Hybrid Learning. CMTA will work with participating employers to customize the training according to its needs and goals. CMTA will partner with Voxy and will assign a Customer Success Manager to each participating employer to discuss training needs. The Customer Success Manager will send a questionnaire to each trainee to assess goals and provide an assessment test to ascertain at which level and sublevel the trainee stands. A customized training plan is created for each trainee to meet the needs and goals of the industry, participating employer, and trainee.

**English Literacy Skills:** Training will be delivered to all occupations and focus on improving English literacy skills. Training topics include Advance English Course, Grammar, and High Beginner English.

**Digital Literacy Skills:** Training will be delivered to all occupations and focus on improving literacy skills. Training topics include Basic Computer Skills and Navigating the Computer.

**Math Literacy Skills:** Training will be delivered to all occupations and focus on improving math skills. Training topics include Basic Math, Fractions, and Decimals.

**Workforce Preparation Activities:** Training will be delivered to all occupations and focus on preparing trainee's for the workforce and promotions. Training topics include General Education Development Preparation.

### **Marketing and Support Costs**

CMTA markets to an extensive database of current and potential members. Marketing activities are done through newsletters, workforce development partnerships, community colleges, trade shows, telemarketing, direct mailing, and in-person visits.

CMTA is requesting 20% support costs for the cost associated with employer recruitment; employer worksite visits to determine training needs; curricula design and scheduling of training; and assisting employers with training plan implementation. Staff recommends the 20% support costs for Job Number 1.

### **Impact/Outcome**

Upon the completion of training with Voxy, the trainee will receive a Voxy Proficiency Assessment (VPA) which will evaluate the trainee's English proficiency level. A certificate will be provided that includes the number of hours studied, the VPA score and the English proficiency level based on the CEFR scale.

## **Trainer Qualifications**

CMTA certifies that all training under this program will only be delivered by qualified instructors. A qualified instructor is someone who is competent in the subject matter, holds a bachelor's degree, and has a minimum of two years of directly relevant teaching experience.

For the Literacy MEC, CMTA will work with Voxy who reaches out to companies and government agencies that have employees who are immigrants and refugees or speak English as a Second Language. Voxy has trained over 5 million learners over the past 14 years. The companies that Voxy serve fall into three categories: 1. American companies that have foreign offices and foreign employees. These companies need Voxy to train those foreign employees so that they can speak English and be able to speak to their American coworkers, whether at a Regional Office or the company's headquarters; 2. American companies that have a workforce comprised of recent Refugees, Immigrants or English Learners. These companies need their employees to increase their English literacy; and 3. Nonprofits that work with unemployed or underemployed Refugees, Immigrants or English Learners who want to gain English literacy so they can get a job or a better job.

## **Tuition Reimbursement**

CMTA represents that students enrolled in the ETP-funded program will not be charged tuition, fees, or any other costs associated with training. The representation will be made a condition of the Contract.

## **Commitment to Training**

Training varies by participating employer and is both job specific and companywide. Many of the participating employers do not have structured training programs due to budgetary constraints and very few companies have a dedicated and focused English, digital, and math literacy program. Training for these companies is generally provided on an as needed basis and can often be delayed. ETP funding will expand industry specific training to upgrade employee skill sets.

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

### **➤ Training Infrastructure**

The Manager of Training Services will be responsible for overseeing all aspects of this training project. Training will be delivered as distance learning/hybrid learning. CMTA has partnered with Voxy to deliver training in Digital Literacy Skills, English Literacy Skills, and Math Literacy Skills.

CMTA has three full-time staff members assigned to conduct employer marketing and recruitment, training needs assessments, skill gap analysis, trainer recommendations and selection, class scheduling, and compliance with all ETP documentation and tracking activities.

## **Temporary to Permanent Hiring**

CMTA will train 25 workers under Panel guidelines for the Temporary-to-Permanent program (Job Number 1). These employees have been retained on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. The average time for "converting" temporary workers into full-time permanent employment is 6 months. It is expected that these

workers will receive employer-paid share-of-cost for healthcare premiums while on temporary status, and upon hire into full-time permanent employment.

Under Panel guidelines for the Temporary to Permanent program, these trainees must be eligible to participate in ETP-funded training pursuant to Unemployment Insurance Code Section 10201(c). Trainees cannot be enrolled until after they have been hired into full-time, permanent employment. Until they are hired, retention and post-retention wage requirements cannot be met, and progress payments may not be received for these trainees.

### **Alternate Recordkeeping**

Staff has reviewed and approved the Company's request to use an alternate recordkeeping method.

### **ACTIVE PROJECTS**

Contractors may apply for a Workforce Literacy Pilot Program funded project in addition to a core funded program and/or other alternate funded program in the same fiscal year if those programs are not also funding the intended trainee population and training types of this program. Concurrent enrollment is allowed for trainees within this program and a core program funded project or alternate funding program, however concurrent training hours or topics between two programs are not allowed.

The following table summarizes Contractor's performance under active ETP Contracts:

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained	Potential Earnings (Based on Tracked Hours) (\$ %)
ET22-0202 Expansion	\$599,440	12/20/2021- 12/19/2023	508	274	274	\$599,440 (100%)
ET22-0123 Core	\$599,968	8/23/2021- 8/22/2023	1,160	125	125	\$599,968 (100%)

### **PRIOR PROJECTS**

The following table summarizes Contractor's performance by CMTA under ETP Contracts that were completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned (\$ %)
ET21-0164 COVID	Sacramento	10/5/2020- 10/4/2022	\$200,000	\$200,000 (100%)
ET20-0260 Core	Sacramento	2/3/2020- 2/2/2022	\$949,065	\$949,065 (100%)
ET19-0321 Core	Sacramento	12/31/18- 12/30/20	\$949,765	\$949,765 (100%)
ET18-0107 Core	Sacramento	7/01/17- 6/30/19	\$949,928	\$949,483 (99%)

**DEVELOPMENT SERVICES**

Sierra Consulting Services in El Dorado Hills assisted with development of this proposal for a flat fee of \$9,750.

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

Voxy, Inc. of New York, NY has been retained to provide English Literacy Skills, Digital Literacy Skills, and Math Literacy Skills training for a fee of \$400,000. Other trainers will be identified for ETP record-keeping purposes as they are retained.

## **Exhibit B: Curriculum**

### **Distance Education/Hybrid Learning**

Trainees may receive any of the following:

#### **Digital Literacy Skills**

- Basic Computer Skills
- Basic Internet Skills
- Internet Safety
- Navigating the Computer
- Troubleshooting
- Using Email
- Using the Computer
- Using the Internet
- Video Calls
- Word Processing

#### **English Literacy Skills**

- English for Accounting
- English for Allied Healthcare Skills
- English for Architecture
- English for Certified Nursing Assistant
- English for Childcare
- English for Civil Engineering
- English for Construction
- English for Customer Services
- English for Data Science & Business Analysis
- English for Digital Marketing
- English for Drivers Education
- English for E-Commerce Warehousing
- English for Electrician
- English for Financial Services
- English for Food & Beverage Industry
- English for Food Safety
- English for General Business
- English for General Industry Safety (OSHA)
- English for Grocery Customer Service
- English for Healthcare
- English for Hospitality & Tourism
- English for Information Technology (IT) & Software
- English for Janitorial / Housekeeping
- English for Manufacturing
- English for Manufacturing Maintenance Awareness
- English for Manufacturing Processes & Production
- English for Manufacturing Quality Practices & Measurement
- English for Manufacturing Safety
- English for Maritime

- English for Marketing
- English for Medical Coding & Billing
- English for NCLEX-PN/RN (National Council Licensure Examination Registered Nurses (RN) or Practical Nurses (PN))
- English for Operating Equipment and Machinery
- English for Patient Care & Support
- English for Pharmacy Technology
- English for Restaurant
- English for Retail
- English for Retail Customer Service
- English for Sales
- English for Software Engineering
- English for Technology
- English for Telecommunications
- English for the Automotive Industry
- English for Warehouse/Logistics
- General Advance English
- General Beginner English
- General Beginner Literacy English
- General High Beginner English
- General High Intermediate English
- General Intermediate English
- General Low Intermediate English
- Grammar
- Listening Comprehension
- Reading Comprehension
- Speaking Skills
- Vocational English
- Writing

### **Math Literacy Skills**

- Arithmetic
- Basic Math
- Fractions, Decimals, and Ratios
- Geometry and Measurement
- Graphs & Data

### **Workforce Preparation Activities**

- GED (General Education Development) Preparation
- General Workforce Preparation
- Getting a Driver's License
- Job Search
- Personal Financial Literacy
- Preparing for Job Interviews
- Social Integration for Newcomers: Daily Interactions
- Social Integration for Newcomers: Digital Interactions
- Understanding Employee Benefits

## Participating Employers in Retrainee Multiple Employer Contracts

### *Self-reported listing of potential employers participating in the contract*

Contractor's Name: California Manufacturers & Technology Association CCG No.: ET23-0380

Reference No: 22-1013

Page 1 of 3

ALPHABETIZE BY COMPANY NAME

Company: A.I. Food Corporation

Priority Industry?  Yes  No

Address: 1700 North Soto St

City, State, Zip: Los Angeles, CA 90033

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 20

Small Business?  Yes  No

Total # of full-time company employees worldwide: 100

Total # of full-time company employees in California: 100

Company: Alom

Priority Industry?  Yes  No

Address: 48021 Warm Springs Blvd.

City, State, Zip: Fremont, CA 94539

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 180

Small Business?  Yes  No

Total # of full-time company employees worldwide: 500

Total # of full-time company employees in California: 300

Company: Cava Group, Inc

Priority Industry?  Yes  No

Address: 350 E 17<sup>th</sup> St Unit 3

City, State, Zip: Costa Mesa, CA 92627

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 300

Small Business?  Yes  No

Total # of full-time company employees worldwide: 12,200

Total # of full-time company employees in California: 2,000

Company: Comcast California

Priority Industry?  Yes  No

Address: 1900 S 10<sup>th</sup> St

City, State, Zip: San Jose, CA 95112

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 400

Small Business?  Yes  No

Total # of full-time company employees worldwide: 186,000

Total # of full-time company employees in California: 5,000

ALPHABETIZE BY COMPANY NAME

## Participating Employers in Retrainee Multiple Employer Contracts

### *Self-reported listing of potential employers participating in the contract*

Contractor's Name: California Manufacturers & Technology Association CCG No.: ET23-0380

Reference No: 22-1013

Page 2 of 3

Company: Cowgirl Creamery

Priority Industry?  Yes  No

Address: 80 4TH St

City, State, Zip: Point Reyes Station, CA 94956

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 10

Small Business?  Yes  No

Total # of full-time company employees worldwide: 50

Total # of full-time company employees in California: 50

Company: Express Pawn

Priority Industry?  Yes  No

Address: 561 E. San Ysidro Blvd, Ste A

City, State, Zip: San Ysidro, CA 92173

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 25

Small Business?  Yes  No

Total # of full-time company employees worldwide: 100

Total # of full-time company employees in California: 100

Company: Marine Group Boat Works, LLC

Priority Industry?  Yes  No

Address: 997 G St

City, State, Zip: Chula Vista, CA 91910

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 20

Small Business?  Yes  No

Total # of full-time company employees worldwide: 195

Total # of full-time company employees in California: 195

Company: Remington Hotels

Priority Industry?  Yes  No

Address: 611 Ocean St

City, State, Zip: Santa Cruz, CA 95060

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 300

Small Business?  Yes  No

Total # of full-time company employees worldwide: 7,800

Total # of full-time company employees in California: 1,000

ALPHABETIZE BY COMPANY NAME

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: California Manufacturers & Technology Association CCG No.: ET23-0380

Reference No: 22-1013

Page 3 of 3

Company: West Coast Fab, Inc.

Priority Industry?  Yes  No

Address: 700 S 32nd St

City, State, Zip: Richmond, CA 94804

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 10

Small Business?  Yes  No

Total # of full-time company employees worldwide: 50

Total # of full-time company employees in California: 50



**WORKFORCE LITERACY PILOT PROGRAM**

Training Proposal for:

**California Manufacturing Technology Consulting**

**Contract Number: ET23-0378**

Panel Meeting of: June 9, 2023

ETP Regional Office: Sacramento

Analyst: C. Kaiser

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	MEC (H) Manufacturing (33) Aerospace Related Services (61,71,72,81,92)
Counties Served:	Statewide	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$155,986		\$27,128 20%		\$183,114

In-Kind Contribution:	50% of Total ETP Funding Required	\$160,560
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Digital Literacy Skills, English Literacy Skills, Math Literacy Skills, Technical Skills, Workforce Preparation Activities	59	8-200	0	\$2,430	\$15.50
				Weighted Avg: 90			
2	Retrainee Priority Rate Job Creation Initiative	Digital Literacy Skills, English Literacy Skills, Math Literacy Skills, Technical Skills, Workforce Preparation Activities	16	8-200	0	\$2,484	\$15.50
				Weighted Avg: 92			

\*The required post retention minimum wage for all trainees under this program will be the California State minimum wage or the local minimum wage for localities with a higher minimum wage than the State.

Occupation Titles/Number of Trainees	
Occupation Titles	Estimated # of Trainees
<b>Job Number 1:</b>	
Administrative Staff	4
Frontline Supervisors	7
Production Staff	36
Technical Staff	12
<b>Job Number 2:</b>	
Administrative Staff	2
Frontline Supervisors	2
Production Staff	8
Technical Staff	4

**WORKFORCE LITERACY PILOT PROGRAM PROPOSAL**

The applicant is eligible for the Workforce Literacy Pilot Program in accordance with Governor Newsom’s FY22/23 budget, approved in AB178. Pursuant to Unemployment Insurance code section 10214.6 and ETP Regulation 4451, the Panel has adopted the Workforce Literacy Pilot Program Guidelines to expend \$10 million in one-time General Fund dollars as an Alternative Funding Source program.

Under this authority, these guidelines are created to ensure the success of this Workforce Literacy Pilot Program while meeting the legislative intent of expanding workforce literacy training within the State of California through ETP's existing model.

These funds will enable eligible contractors to create or expand workplace literacy training in English, math, digital skills, workforce preparation activities, and technical skills for immigrants, refugees, and other English Language Learners.

California is home to millions of immigrants, refugees, and English Language Learners who are an integral part of our state's economic success. Individuals within these demographics face cultural, language, educational, and other barriers that limit their access to education and workforce development services including job-training programs that provide opportunities to gain skills and experience leading to sustainable wages.

Many of these individuals work in low paying jobs without opportunities for advancement. The high poverty, low skill levels, and low literacy levels of these populations cause hardships for these individuals and their families, often adding to higher unemployment in California.

Because of the low wages of the intended target population and the goals of this training program to help train in basic literacy, ETP does not want to create barriers to training for potential trainees based on low wages. Research has shown that greater English literacy skills are closely correlated with higher earnings, and workplace literacy programs that help workers to build these skills can play a powerful role in economic advancement.

California recognizes the opportunity to address the language, education, and skill needs of our immigrant, refugee, and English language-learner populations by engaging employers to build the skills of their workers to improve the competitiveness of their business. In doing so, the State and employers can ensure our workforce system is effectively working to lift people out of poverty and onto a path to upward mobility.

## **INTRODUCTION**

Established in 1992, California Manufacturing Technology Consulting (CMTC) ([www.cmtc.com](http://www.cmtc.com)) is a private non-profit corporation affiliated with the U.S. Department of Commerce, National Institute of Standards and Technology's Hollings Manufacturing Extension Partnership Program to assist small and medium-sized California manufacturers improve their operational efficiencies and global competitiveness.

CMTC's mission is to create solutions for manufacturing growth and profitability supporting a thriving California's manufacturing sector. Participating employers are from all manufacturing sectors. Training provided to employers supports increased sales, investment and profits, creates and retains jobs, and improves productivity for business growth.

Since manufacturing plays a key role in providing high-paying jobs and contributing to the economy's productivity and growth, its health and well-being should be of major concern to policy makers. CMTC has strong partnerships with regional and state organizations and work with key industry associations to assure an effective and efficient program. For this Contract, CMTC will be training immigrants, refugees, and/or other English Language Learners. This will be CMTC's 24<sup>th</sup> ETP Contract, and the eighth within the last five years.

## **PROJECT DETAILS**

Immigrants, refugees, and English Language Learners face cultural, language, educational, and other barriers that limit their access to further education and training that can lead to growth opportunities, job stability, and economic advancement. Participating employers are seeking to upgrade the trainee's skill set to meet customer demands, diversify product offerings for expansion into new markets, and facilitate new business practices.

In this proposal, CMTC will address the language, education, and skill needs by offering training to improve the trainee's knowledge and comprehension for advancement opportunities. Training includes workplace literacy training in English Skills, Math Skills, Digital Skills, and Workforce Preparation Activities in addition to technical skills for the intended target population of workers.

CMTC will have trainees complete a formal assessment to identify each participants' knowledge base and will also consult with company managers to determine the baseline of the intended outcomes. The initial activities will look at what skills each employee needs to acquire and will establish a training plan based on the trainee and company needs. Before implementation starts, the training plan is reviewed and approved by the employer. Training is phased and will initially focus on language instruction and verbal communication (speaking, listening, and comprehension). CMTC will incorporate the work instructions and documents gathered from managers into the training delivery in order to provide contextualized instruction and tie the training to the trainees' day-to-day experiences. Written communication will include reading work instructions and completing work documents. Training will use real world examples in order to provide Contextualized Instruction.

For Job Creation, trainees will take a written test to evaluate literacy and language skills competency. CMTC also receives input from individual employers, CMTC's Board of Directors and CMTC executive staff on training needs for job creation trainees. CMTC will structure training to address the skill gaps to prepare the trainee for a job in the manufacturing industry.

One hundred percent of initial instruction will target English language acquisition. The amount of time and energy dedicated to providing Digital and Math skills training will be based on a combination of trainees' assessment results and the determination of the need for those skills, based on their work responsibilities.

The outcome is to have a highly trained workforce to help the employer grow their business and in return, create advancement opportunities for their workers. By providing trainees with critical literacy skills, it will remove barriers to a workforce that may have been previously limited, creates greater job stability, career development, and wage progression opportunities.

### **Training Plan**

At least seventy percent (70%) of training hours for each trainee under this program must include literacy skills, with a significant portion of the literacy skills dedicated to English literacy. CMTC works with individual employers to structure training to meet the needs of both retrainees and Job Creation. Trainees will participate in the same training since the anticipated outcomes are the same. CMTC trainers have been delivering English and Literacy Skills training for almost two decades. Trainers use their foundational VESL/Literacy training, which is enhanced with employer input, forms, documents and procedures in order to ensure the relevance, employee engagement, and retention.

Training will be delivered via Class/Lab and E-Learning in the following:

**English Literacy Skills:** Training will be delivered to all occupations and focus on improving English literacy skills. Training topics include Language Acquisition/Speaking and Work Instructions.

**Digital Literacy Skills:** Training will be delivered to all occupations and focus on improving literacy skills. Training topics include Using Technology in the Workplace and Cyber Security Basics.

**Math Literacy Skills:** Training will be delivered to all occupations and focus on improving math skills. Training topics include Percentages, Fractions, and Decimals.

**Technical Skills:** Training will be delivered to all occupations and focus on improving job skills. Training topics include Quality Inspection, Inventory Control, Shop Math, and Welding.

**Workforce Preparation Skills:** Training will be delivered to all occupations and focus on preparing trainees for the workforce and promotions. Training topics include Goal Setting, Time Management Skills, and Quality Concepts.

### **Retrainee – Job Creation**

CMTC plans to train 16 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. Participating employers in the food manufacturing and aerospace sectors are expanding their current operations due to customer demand and will be looking to hire additional employees to meet the demand.

### **Marketing and Support Costs**

As part of its core mission, CMTC has built strong relationships with many economic development partners statewide. By leveraging these partnerships, CMTC expands the resources available to its customers and generate programs that benefit California employers. Its marketing activities include hosting workshops, new program development, expansion, and cross referrals to ensure employers are able to access all available resources available in the region.

CMTC has built strong relationships with many partners including City, County, regional economic development agencies, Chambers of Commerce, Industry Associations, Community Colleges and Universities, Small Business Development Centers and Workforce Investment Boards. CMTC also works with many groups throughout the state including the Los Angeles Economic Development Corporation's Jobs Defense Council, to focus efforts on maintaining the aerospace industry in Southern California; and AMP SoCal Innovative Manufacturing Communities Partnership to bring advanced manufacturing technologies and additive manufacturing to A&D supply base.

CMTC is requesting 20% support costs for employer assessment and recruitment. Its program success is based on spending a significant amount of upfront time doing needs assessments, creating action plans, customizing training programs, and ensuring that company leadership is committed to realizing the plan. It will also help ensure that CMTC can invest the time needed to design well-developed training plans so that goals are achieved. Staff recommends the 20% support costs for Job Number 1 and 2.

### **Impact/Outcome**

Trainees will gain in enhancing their English language, on-the-job training skills, additional education opportunities, and workforce training program opportunities.

Literacy training will help employers readily address the labor and skills shortage plaguing their ability to sustain and grow their businesses. It will also help participants currently stuck in low paying jobs without opportunities for advancement to move towards greater skills attainment, better wages, new growth opportunities and upward mobility.

### **Trainer Qualifications**

CMTC certifies that all training under this program will only be delivered by qualified instructors. A qualified instructor is someone who is competent in the subject matter, holds a bachelor's degree, and has a minimum of two years of directly relevant teaching experience.

Trainers are part of CMTC's Vocational English as a Second Language (VESL) training program. CMTC gathers data from Companies then provides the trainers that data so the training plan is customized to the needs of the Company.

Each training course will be customized. VESL will consist of no less than 80 hours but may constitute the full 200 hours, as determined by assessment results. VESL training will be rolled out in 2-hour increments, twice per week, over consecutive weeks (designated breaks may be incorporated to accommodate holidays). All training will be live, interactive instruction, either with the trainer delivering at the company site or via a distance platform such as ZOOM. Training materials will be provided by the trainer at the start of each session.

### **Tuition Reimbursement**

CMTC represents that students enrolled in the ETP-funded program will not be charged tuition, fees, or any other costs associated with training. The representation will be made a condition of the Contract.

### **Commitment to Training**

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. Training varies by participating employer and is both job specific and companywide.

#### ➤ Training Infrastructure

The Training Manager and three dedicated full-time staff members will oversee training implementation and project administration. CMTC's oversight and project management will allow employers to stay focused on achieving training outcomes rather than diverting limited resources for administration. As a repeat ETP contractor, CMTC has established a robust system for administering its contracts.

CMTC trainers will deliver the training. Trainers have extensive literacy skills and manufacturing expertise and most have a minimum of 15 years' experience working in a variety of manufacturing environments, including food, aerospace, and automotive.

### **Alternate Recordkeeping**

Staff has reviewed and approved the Company's request to use an alternate recordkeeping method.

**ACTIVE PROJECTS**

Contractors may apply for a Workforce Literacy Pilot Program funded project in addition to a core funded program and/or other alternate funded program in the same fiscal year if those programs are not also funding the intended trainee population and training types of this program. Concurrent enrollment is allowed for trainees within this program and a core program funded project or alternate funding program, however concurrent training hours or topics between two programs are not allowed.

The following table summarizes Contractor's performance under an active ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained	Potential Earnings (Based on Tracked Hours) (\$ %)
ET23-0310 (Core)	\$599,694	5/1/2023 – 4/30/2025	0	0	0	\$0 (0%)*
ET22-0232 (Expansion)	\$599,694	01/31/22 – 01/30/24	863	33	33	\$530,532.71 *88%**

\*Contract was approved at the April 2023 Panel.

\*\*The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through October 2023.

**PRIOR PROJECTS**

The following table summarizes Contractor's performance by CMTC under an ETP Contract that was completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0221 (Core)	Statewide	12/14/20 - 12/13/22	\$450,164	\$450,164 (100%)
ET21-0193 (COVID)	Statewide	10/26/20 - 10/25/22	\$200,000	\$200,000 (100%)
ET19-0336 (Core)	Statewide	12/10/18 - 06/07/21	\$1,799,699	\$1,799,699 (100%)
ET18-0145 (Core)	Statewide	12/11/17 - 12/10/19	\$949,690	\$949,690 (100%)
ET17-0254 (Core)	Statewide	11/01/16 - 10/31/18	\$949,850	\$949,850 (100%)

**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

To Be Determined

**Exhibit B: Curriculum****Class/Lab/E-Learning**

Trainees may receive any of the following:

**Digital Literacy Skills**

- Using Technology in the Workplace
- How to find, evaluate, organize, and communicate information
- Cyber Security Basics

**English Literacy Skills**

- Language Acquisition / Speaking
- Language Comprehension / Listening
- Reading
- Writing
- Business Grammar & Business Nomenclature
- Work Instructions
- Completing Job Related Documents
- Communication with coworkers, superiors, and subordinates

**Math Literacy Skills**

- Addition, Subtraction, Multiplication, Division
- Percentages
- Fractions and Decimals
- Visual Representations of Data

**Technical Skills**

- Blueprint Reading Basics
- Equipment Operation
- Inventory Control
- Productions Skills
- Quality Inspection
- Safety
- Shop Math
- Shop Measurements
- Soldering
- Welding
- Word Processing
- Spreadsheets
- Email Etiquette

**Workforce Preparation Activities**

- Goal Setting
- Time Management Skills
- Communication Skills
- Problem Solving
- Quality Concepts
- Teams and Team Building

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: California Manufacturing Technology Consulting	CCG No.: ET23-0378
Reference No: 22-1020	Page 1 of 2

ALPHABETIZE BY COMPANY NAME

Company: Aerodyne Precision Machining, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 5471 Argosy Ave	
City, State, Zip: Huntington Beach, CA 92649-1038	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 6	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 45	
Total # of full-time company employees in California: 45	
<hr/>	
Company: BHI Bazz Houston International	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 12700 Western Ave	
City, State, Zip: Garden Grove, CA 92841	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 15	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 161	
Total # of full-time company employees in California: 66	
<hr/>	
Company: GC International Inc. dba AL Johnson Company	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 4671 Calle Carga	
City, State, Zip: Camarillo, CA 93012	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 7	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 46	
Total # of full-time company employees in California: 46	
<hr/>	
Company: Hydroform USA, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2848 E. 208 Street	
City, State, Zip: Carson, CA 90810	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 12	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 153	
Total # of full-time company employees in California: 153	

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: California Manufacturing Technology Consulting	CCG No.: ET23-0378
Reference No: 22-1020	Page 2 of 2

Company: Passport Food Group (SVC) LLC	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2539 E. Philadelphia Street	
City, State, Zip: Ontario, CA 91761-7774	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 20	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 253	
Total # of full-time company employees in California: 250	

Company: Sonfarrel Aerospace, LLC	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 3010 E. La Jolla Street	
City, State, Zip: Anaheim, CA 92806-1310	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 10	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 90	
Total # of full-time company employees in California: 90	



**WORKFORCE LITERACY PILOT PROGRAM**

**Training Proposal for:**

**Jon K. Takata Corporation**

**Contract Number: ET23-0377**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** Sacramento

**Analyst:** C. Kaiser

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate HUA	Industry Sector(s):	Services (G) Waste Management (56)
Counties Served:	Alameda, Los Angeles, Orange, Riverside, Sacramento, San Diego, San Joaquin, San Mateo, Santa Clara	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 478	U.S.: 570	Worldwide: 570
<u>Turnover Rate:</u>	7%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$114,306

<b>Total ETP Funding</b>
\$113,827

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Digital Literacy Skills, English Literacy Skills, Math Literacy Skills, Workforce Preparation Activities	101	8-200	0	\$1,127	\$15.50
				Weighted Avg: 49			

\*The required post retention minimum wage for all trainees under this program will be the California State minimum wage or the local minimum wage for localities with a higher minimum wage than the State.

Occupation Titles/Number of Trainees	
Occupation Titles	Estimated # of Trainees
Demolition/Construct Staff	51
Lead Technicians I	16
Lead Technicians II	16
Technicians	18

**WORKFORCE LITERACY PILOT PROGRAM PROPOSAL**

The applicant is eligible for the Workforce Literacy Pilot Program in accordance with Governor Newsom's FY22/23 budget, approved in AB178. Pursuant to Unemployment Insurance code section 10214.6 and ETP Regulation 4451, the Panel has adopted the Workforce Literacy Pilot Program Guidelines to expend \$10 million in one-time General Fund dollars as an Alternative Funding Source program.

Under this authority, these guidelines are created to ensure the success of this Workforce Literacy Pilot Program while meeting the legislative intent of expanding workforce literacy training within the State of California through ETP's existing model.

These funds will enable eligible contractors to create or expand workplace literacy training in English, math, digital skills, workforce preparation activities, and technical skills for immigrants, refugees, and other English Language Learners.

California is home to millions of immigrants, refugees, and English Language Learners who are an integral part of our state's economic success. Individuals within these demographics face cultural, language, educational, and other barriers that limit their access to education and workforce development services including job-training programs that provide opportunities to gain skills and experience leading to sustainable wages.

Many of these individuals work in low paying jobs without opportunities for advancement. The high poverty, low skill levels, and low literacy levels of these populations cause hardships for these individuals and their families, often adding to higher unemployment in California.

Because of the low wages of the intended target population and the goals of this training program to help train in basic literacy, ETP does not want to create barriers to training for potential trainees based on low wages. Research has shown that greater English literacy skills are closely

correlated with higher earnings, and workplace literacy programs that help workers to build these skills can play a powerful role in economic advancement.

California recognizes the opportunity to address the language, education, and skill needs of our immigrant, refugee, and English language-learner populations by engaging employers to build the skills of their workers to improve the competitiveness of their business. In doing so, the State and employers can ensure our workforce system is effectively working to lift people out of poverty and on a path to upward mobility.

## **INTRODUCTION**

Founded in 1985 and headquartered in Hayward, Jon K. Takata Corporation dba Restoration Management Company (RMC) ([www.restorationmanagementcompany.com](http://www.restorationmanagementcompany.com)) provides disaster response services including emergency mitigation for single homes, businesses and commercial buildings. The Company responds to regional catastrophes and provides remedial-environmental services including asbestos and lead abatement in addition to key-client demands such as mold, fire and water damage services. RMC's customer base includes private and commercial property managers, business owners, city managers and local government. The Company also serves hospitals, medical-facility managers, insurance providers, real-estate brokers and agents, building consultants, and home-owner associations. ETP-funded training will be delivered at its ten facilities (Los Angeles, Hayward, Benicia, San Jose, Stockton, San Diego, Sacramento, Lake Forest, Riverside and San Mateo) located throughout Northern and Southern California. This will be RMC's second ETP Contract and the second in the last five years.

## **PROJECT DETAILS**

For the Literacy Skills Contract, RMC has created a training plan that will assess the trainee's current English level and includes the trainee's personal goals for Literacy Skills. Based on the results and intended outcome, the Company will provide customized training for building English vocabulary, technical writing skills, and industry specific skills such as quality concepts and maintenance.

Training will give trainees a better understanding of the English language including communication skills and prepare employees with the knowledge needed to expand their manufacturing related language skills. Training will also improve communication, diminish conflict, increase engagement, increase productivity, and create a friendly work environment. It will also provide Technicians the opportunity to cross train and upskill from remediation to emergency responders which will open chances for promotions and wage increases. Without the Literacy Skills training, Technicians with limited English would not be able to upskill since the position requires in-person communication in English and multiple safety certifications only offered in English. With the training, limited English Technicians will have the opportunity to advance and obtain the required certifications. This will provide the Company an opportunity to expand the number of expert emergency level technicians and provide clients uninterrupted emergency fire and flood service restoration and reconstruction along with identifying and removing hazardous materials. The Company's locations in Los Angeles, Riverside, Sacramento, San Joaquin, and San Mateo counties are in an HUA.

### **Training Plan**

At least seventy percent (70%) of training hours for each trainee under this program must include literacy skills, with a significant portion of the literacy skills dedicated to English literacy.

Training will be delivered via Class/Lab and E-Learning in the following:

**Digital Literacy Skills:** Training will be delivered to all occupations and focus on improving digital literacy skills. Training topics include Comprehension and Curation.

**English Literacy Skills:** Training will be delivered to all occupations and focus on improving English literacy skills. Training topics include Listening and Speaking and Reading.

**Math Literacy Skills:** Training will be delivered to all occupations and focus on improving math skills. Training topics include Focus on Math Function and Real World Math Concepts.

**Workforce Preparation Skills:** Training will be delivered to all occupations and focus on preparing trainees for the workforce and promotions. Training topics include Quality Concepts and Best Practices.

### **Impact/Outcome**

Trainees will be able to better communicate in English using industry terms which will provide opportunities to cross train and improve efficiencies leading to job promotions. For trainees without high school diplomas, they will be encouraged to continue practicing English and work towards their GED.

### **Commitment to Training**

RMC's annual training budget is \$310,000. Training includes state-mandated training, legal compliance training, and new-hire orientation. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

#### ➤ Training Infrastructure

The V.P. Human Resources will oversee the Contract to help ensure training-delivery success. The Company has identified a Second Generation Leadership Manager, a HR Support Specialist II, and the Operations Manager to enroll trainees, schedule training, and gather training rosters to upload. ETP training will be delivered by certified in-house experts and vendors. RMC has hired Training Grants Intelligence, Inc. (TGII) to manage ETP's online systems.

### **Trainer Qualifications**

RMC certifies that all training under this program will only be delivered by qualified instructors. A qualified instructor is someone who is competent in the subject matter, holds a bachelor's degree, and has a minimum of two years of directly relevant teaching experience.

### **Electronic Recordkeeping**

Staff has reviewed and approved RMC's proposed Learning Management System (Smartsheets).

### **Alternate Recordkeeping**

Staff has reviewed and approved the Company's request to use an alternate recordkeeping method.

**PRIOR PROJECTS**

The following table summarizes Contractor's performance under an ETP Contract that was completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET20-0248 (Core)	Hayward	2/3/2020 – 2/2/2022	\$479,136	\$479,136 (100%)

**DEVELOPMENT SERVICES**

TGII in Canton, GA to assist with development of this proposal for a flat fee of \$2,500.

**ADMINISTRATIVE SERVICES**

TGII will also perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

**TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Digital Literacy Skills**

- Comprehension
- Understanding Media or Content
- Create, Share, and Store Media or Content
- Find, Organize, and Save Digital Content

#### **English Literacy Skills**

- Listening and Speaking
- Pronunciation
- Clear Speech
- Grammar and Vocabulary
- Reading
- Technical Writing
- Workplace Vocabulary

#### **Math Literacy Skills**

- Focus on Math Function
- Real World Math Concepts
- Workplace Math Concepts

#### **Workforce Preparation Activities**

- Quality Concepts
- Equipment Operation
- Equipment Maintenance
- Communication
- Best Practices
- Teambuilding



**WORKFORCE LITERACY PILOT PROGRAM**

Training Proposal for:

**State Center Community College District**

**Contract Number: ET23-0381**

Panel Meeting of: June 9, 2023

ETP Regional Office: Sacramento

Analyst: K. Mam

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate HUA	Industry Sector(s):	MEC (H) Manufacturing Services Agriculture Construction
Counties Served:	Fresno, Madera, Kings, Tulare	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$205,160		\$35,680 20%		\$240,840

In-Kind Contribution:	50% of Total ETP Funding Required	\$215,660
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Digital Literacy Skills, English Literacy Skills, Technical Skills, Workforce Preparation Activities	446	8-200	0	\$540	\$15.50
				Weighted Avg: 20			

\*The required post retention minimum wage for all trainees under this program will be the California State minimum wage or the local minimum wage for localities with a higher minimum wage than the State.

Occupation Titles/Number of Trainees	
Occupation Titles	Estimated # of Trainees
Truck Driver	90
Production Worker	103
Grocer/Cashier/Stocker	70
Farmworker/Laborer/Nursery	87
Construction Laborer	96

**WORKFORCE LITERACY PILOT PROGRAM PROPOSAL**

The applicant is eligible for the Workforce Literacy Pilot Program in accordance with Governor Newsom’s FY22/23 budget, approved in AB178. Pursuant to Unemployment Insurance code section 10214.6 and ETP Regulation 4451, the Panel has adopted the Workforce Literacy Pilot Program Guidelines to expend \$10 million in one-time General Fund dollars as an Alternative Funding Source program.

Under this authority, these guidelines are created to ensure the success of this Workforce Literacy Pilot Program while meeting the legislative intent of expanding workforce literacy training within the State of California through ETP’s existing model.

These funds will enable eligible contractors to create or expand workplace literacy training in English, math, digital skills, workforce preparation activities, and technical skills for immigrants, refugees, and other English Language Learners.

California is home to millions of immigrants, refugees, and English Language Learners who are an integral part of our state’s economic success. Individuals within these demographics face cultural, language, educational, and other barriers that limit their access to education and workforce development services including job-training programs that provide opportunities to gain skills and experience leading to sustainable wages.

Many of these individuals work in low paying jobs without opportunities for advancement. The high poverty, low skill levels, and low literacy levels of these populations cause hardships for these individuals and their families, often adding to higher unemployment in California.

Because of the low wages of the intended target population and the goals of this training program to help train in basic literacy, ETP does not want to create barriers to training for potential trainees based on low wages. Research has shown that greater English literacy skills are closely correlated with higher earnings, and workplace literacy programs that help workers to build these skills can play a powerful role in economic advancement.

California recognizes the opportunity to address the language, education, and skill needs of our immigrant, refugee, and English language-learner populations by engaging employers to build the skills of their workers to improve the competitiveness of their business. In doing so, the State and employers can ensure our workforce system is effectively working to lift people out of poverty and on a path to upward mobility.

## **INTRODUCTION**

Founded in 1964 and headquartered in Clovis, State Center Community College District (SCCCD) ([www.scccd.edu](http://www.scccd.edu)) incorporates three community colleges and two educational centers: Fresno City College, Reedley College, Clovis Community College, Madera Community College Center and Oakhurst Community College Center. SCCC is a two-year community college that works directly with businesses within surrounding communities to enhance economic development by providing training to incumbent workers. SCCC serves the agriculture, construction, manufacturing, and service industries. This is SCCC's third ETP project. Training under this proposal will be for immigrants, refugees, and/or other English language learners.

## **PROJECT DETAILS**

In the Central San Joaquin Valley, there are a vast amount of the workforce that are limited English and Non-English Speaking employees. These employees are also limited with digital and computer literacy so they cannot successfully transition into higher paying positions within the company. The Central Valley produces 25% of the nation's food. Agriculture and transportation sustains this region. SCCC has successfully developed a training plan to upskill employees in the Central San Joaquin Valley. Training in English Literacy, Digital Literacy, and Technical Skills would help provide low-income, historically underrepresented communities with pathways to increased prosperity. SCCC has invested over \$30k on new equipment including laptops and iPads to utilize at employers training sites.

Training will vary depending on the employer and customized based on employers need. Training may be contextualized to meet the need of the specific industry and employers. 100% of the English Literacy curriculum focuses on English Literacy Skills. Other training in this pilot program will focus on digital literacy and workforce skills but will also contain English Literacy Foundations. Most employers have agreed to incentivize the employee in some way, whether it is a stipend, position changes or a raise in pay. Upskilling English and Digital Literacy skills will allow employers to promote employees and provide them with a more livable wage.

### **Training Plan**

At least seventy percent (70%) of training hours for each trainee under this program must include literacy skills, with a significant portion of the literacy skills dedicated to English literacy.

Training will be delivered via Class/Lab and E-Learning in the following:

**English Literacy Skills:** Training will be provided to all occupations on English Literacy for Work training.

**Digital Literacy Skills:** Training will be provided to all occupations on Digital Literacy for Work training.

**Workforce Preparation Skills:** Training will be provided to all occupations on Workforce Preparation Activities training including Customer Service Academy and Soft Skills for the Workforce.

**Technical Skills:** Training will be provided to all occupations on Computer Essentials.

### **Marketing and Support Costs**

SCCCD's marketing and recruitment efforts include networking, maintaining existing customer relationships, exhibiting at conferences, speaking engagements, attending trade shows, working with area Workforce Investment Boards, telemarketing, direct mailing, and creating partnerships with area employers. Staff recommends 20% support costs to fund marketing efforts and the recruitment of additional participating employers.

### **Impact/Outcome**

The impact of this pilot program is beneficial to the Central San Joaquin Valley and its workforce in order to retain employees and lower the unemployment and poverty rate. This program will help remove any barriers to employees on retaining employment and being successful. Trainees that complete the training will receive completion certificates.

### **Trainer Qualifications**

Training for the proposed curriculum will be delivered by in-house specialists from the California Community College system and subject matter experts. Some training may also be provided by experienced trainers who work for participating employers. SCCC may also use vendors as needed. SCCC certifies that all training under this program will only be delivered by qualified instructors. A qualified instructor is someone who is competent in the subject matter, holds a bachelor's degree, and has a minimum of two years of directly relevant teaching experience.

### **Training Agency Certification**

Training agency eligibility requires certification by an independent third-party, as required for the type of school and course of study. SCCC is eligible as a training agency based on accreditation by the Accrediting Commission for Community Junior Colleges (ACCJC) of the Western Association of Schools and Colleges (WASC).

### **Tuition Reimbursement**

SCCCD represents that students enrolled in the ETP-funded program will not be charged tuition, fees, or any other costs associated with training. The representation will be made a condition of the Contract.

### **Commitment to Training**

Training varies by participating employer and is both job specific and companywide. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ **Training Infrastructure**

The District Dean of Workforce, Apprenticeship, and Adult Education, with the assistance of the Director of Trade and Training, will be responsible for all aspects of this training project. Training will be delivered primarily at the participating employers' worksites, with some center-based classes for employers with similar training needs.

**PRIOR PROJECTS**

The following table summarizes Contractor's performance by SCCCD under an ETP Contract that was completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET20-0362 CORE	Statewide	6/30/2020 – 6/29/2022	\$148,707	\$81,395 (55%)*
ET19-0270 CORE	Statewide	10/8/2018 – 10/7/2020	\$110,088	\$110,088 (100%)

\*ET20-0362- SCCCD was unable to perform at 100% due to an interruption of training as a result of COVID-19. Also, the training coordinator for the project retired during the term of the contract. SCCCD now has a dedicated District Dean who will be overseeing the project to ensure successful completion of all training.

ETP will conduct a performance assessment at the 12 and 18 month mark. If SCCCD demonstrates less than fifty percent (50%) of potential earnings based on eligible reported (tracked) hours to ETP at 12 months and seventy percent (70%) at 18 months, then ETP may right size to the expected earnings by the end term date of the Contract based on percentage actually reached.

**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Digital Literacy Skills**

- Digital Literacy for Work

#### **English Literacy Skills**

- English Literacy for Work

#### **Technical Skills**

- Computer Essentials

#### **Workforce Preparation Activities**

- Customer Service Academy
- Soft Skills for the Workforce

## Participating Employers in Retrainee Multiple Employer Contracts

### *Self-reported listing of potential employers participating in the contract*

Contractor's Name: State Center Community College District

CCG No.: ET23-0381

Reference No: 22-1003

Page 1 of 8

ALPHABETIZE BY COMPANY NAME

Company: Ardagh Group

Priority Industry?  Yes  No

Address: 24441 Ave 12

City, State, Zip: Madera, CA 93637

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Contract: 20

Small Business?  Yes  No

Total # of full-time company employees worldwide: 21,000

Total # of full-time company employees in California: 250

Company: Ashwood Construction

Priority Industry?  Yes  No

Address: 5755 E. Kings Canyon #110

City, State, Zip: Fresno, CA 93727

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Contract: 15-20

Small Business?  Yes  No

Total # of full-time company employees worldwide: 27

Total # of full-time company employees in California: 27

Company: Azteca Milling

Priority Industry?  Yes  No

Address: 23865 Ave 18

City, State, Zip: Madera, CA 93638

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Contract: 15-20

Small Business?  Yes  No

Total # of full-time company employees worldwide: 23,000

Total # of full-time company employees in California: 50

Company: Belmont Nursery

Priority Industry?  Yes  No

Address: 7730 E. Belmont

City, State, Zip: Fresno, CA 93737

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Contract: 15-20

Small Business?  Yes  No

Total # of full-time company employees worldwide: 22

Total # of full-time company employees in California: 22

## Participating Employers in Retrainee Multiple Employer Contracts

### *Self-reported listing of potential employers participating in the contract*

Contractor's Name: State Center Community College District

CCG No.: ET23-0381

Reference No: 22-1003

Page 2 of 8

ALPHABETIZE BY COMPANY NAME

Company: Bett's Company

Priority Industry?  Yes  No

Address: 2843 S. Maple Ave

City, State, Zip: Fresno, CA 93725

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Contract: 15-20

Small Business?  Yes  No

Total # of full-time company employees worldwide: 212

Total # of full-time company employees in California: 108

Company: California Cotton Ginners & Growers

Priority Industry?  Yes  No

Address: 1785 N. Fine Avenue

City, State, Zip: Fresno, CA 93727

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Contract: 15-20

Small Business?  Yes  No

Total # of full-time company employees worldwide: 50

Total # of full-time company employees in California: 50

Company: Central California Asthma Collaborative

Priority Industry?  Yes  No

Address: 4991 E. McKinley Ave. Suite 109

City, State, Zip: Fresno, CA 93727

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Contract: 10

Small Business?  Yes  No

Total # of full-time company employees worldwide: 24

Total # of full-time company employees in California: 24

Company: CVRC

Priority Industry?  Yes  No

Address: 4615 N. Marty Ave

City, State, Zip: Fresno, CA 93722

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Contract: 15-20

Small Business?  Yes  No

Total # of full-time company employees worldwide: 350

Total # of full-time company employees in California: 350

## Participating Employers in Retrainee Multiple Employer Contracts

### *Self-reported listing of potential employers participating in the contract*

Contractor's Name: State Center Community College District

CCG No.: ET23-0381

Reference No: 22-1003

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ALPHABETIZE BY COMPANY NAME

Company: D&H

Priority Industry?  Yes  No

Address: 3701 S. Minnewawa

City, State, Zip: Fresno, CA 93725

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Contract: 15-20

Small Business?  Yes  No

Total # of full-time company employees worldwide: 1,424

Total # of full-time company employees in California: 242

Company: Electric Motor Shop, Inc.

Priority Industry?  Yes  No

Address: 253 Fulton St

City, State, Zip: Fresno, CA 93721

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Contract: 15-20

Small Business?  Yes  No

Total # of full-time company employees worldwide: 107

Total # of full-time company employees in California: 107

Company: EPU Children's

Priority Industry?  Yes  No

Address: 4440 N. First Street

City, State, Zip: Fresno, CA 93726

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Contract: 15-20

Small Business?  Yes  No

Total # of full-time company employees worldwide: 158

Total # of full-time company employees in California: 48

Company: Ingleby Eriksson, Inc.

Priority Industry?  Yes  No

Address: PO Box 6280

City, State, Zip: Visalia, CA 93290

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Contract: 5-10

Small Business?  Yes  No

Total # of full-time company employees worldwide: 204

Total # of full-time company employees in California: 25

## Participating Employers in Retrainee Multiple Employer Contracts

### *Self-reported listing of potential employers participating in the contract*

Contractor's Name: State Center Community College District

CCG No.: ET23-0381

Reference No: 22-1003

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ALPHABETIZE BY COMPANY NAME

Company: Graphic Packaging

Priority Industry?  Yes  No

Address: 2525 Alluvial Ave

City, State, Zip: Clovis, CA 93611

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Contract: 15-20

Small Business?  Yes  No

Total # of full-time company employees worldwide: 25,000

Total # of full-time company employees in California: 159

Company: Helados La Tapatia

Priority Industry?  Yes  No

Address: 4495 W. Shaw Ave.

City, State, Zip: Fresno, CA 93722

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Contract: 5-10

Small Business?  Yes  No

Total # of full-time company employees worldwide: 42

Total # of full-time company employees in California: 42

Company: JBT Corporation, Inc.

Priority Industry?  Yes  No

Address: 2300 Industrial Ave

City, State, Zip: Madera, CA 93637

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Contract: 15-20

Small Business?  Yes  No

Total # of full-time company employees worldwide: 3,300

Total # of full-time company employees in California: 165

Company: Lyon's Magnus

Priority Industry?  Yes  No

Address: 3158 E. Hamilton Ave

City, State, Zip: Fresno, CA 93702

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Contract: 15-20

Small Business?  Yes  No

Total # of full-time company employees worldwide: 954

Total # of full-time company employees in California: 624

## Participating Employers in Retrainee Multiple Employer Contracts

### *Self-reported listing of potential employers participating in the contract*

Contractor's Name: State Center Community College District

CCG No.: ET23-0381

Reference No: 22-1003

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ALPHABETIZE BY COMPANY NAME

Company: Napa Auto Parts

Priority Industry?  Yes  No

Address: 5675 E. Clinton

City, State, Zip: Fresno, CA 93727

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Contract: 5-10

Small Business?  Yes  No

Total # of full-time company employees worldwide: 7,500

Total # of full-time company employees in California: 25

Company: OK Produce

Priority Industry?  Yes  No

Address: 1888 S. East Ave.

City, State, Zip: Fresno, CA 93722

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Contract: 15-20

Small Business?  Yes  No

Total # of full-time company employees worldwide: 128

Total # of full-time company employees in California: 128

Company: Oldcastle Enclosures

Priority Industry?  Yes  No

Address: 801 S. Pine St

City, State, Zip: Madera, CA 93637

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Contract: 15-20

Small Business?  Yes  No

Total # of full-time company employees worldwide: 18,000

Total # of full-time company employees in California: 2,734

Company: O'Neill Vintners & Distillers

Priority Industry?  Yes  No

Address: 8418 S. Lac Jac Ave

City, State, Zip: Parlier, CA 93648

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Contract:

Small Business?  Yes  No

Total # of full-time company employees worldwide: 169

Total # of full-time company employees in California: 169

## Participating Employers in Retrainee Multiple Employer Contracts

### *Self-reported listing of potential employers participating in the contract*

Contractor's Name: State Center Community College District

CCG No.: ET23-0381

Reference No: 22-1003

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ALPHABETIZE BY COMPANY NAME

Company: Prima Wawona

Priority Industry?  Yes  No

Address: 7700 N. Palm Ave Suite 206

City, State, Zip: Fresno, CA 93711

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Contract: 15-20

Small Business?  Yes  No

Total # of full-time company employees worldwide: 215

Total # of full-time company employees in California: 215

Company: Prinsco

Priority Industry?  Yes  No

Address: 2839 South Cherry Ave

City, State, Zip: Fresno, CA 93706

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Contract: 15-20

Small Business?  Yes  No

Total # of full-time company employees worldwide: 242

Total # of full-time company employees in California: 102

Company: Producers Dairy

Priority Industry?  Yes  No

Address: 250 E. Belmont Ave.

City, State, Zip: Fresno, CA 93701

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Contract: 15-20

Small Business?  Yes  No

Total # of full-time company employees worldwide: 600

Total # of full-time company employees in California: 600

Company: Rich Products Corporation

Priority Industry?  Yes  No

Address: 320 O Street

City, State, Zip: Fresno, CA 93721

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Contract: 15-20

Small Business?  Yes  No

Total # of full-time company employees worldwide: 1,200

Total # of full-time company employees in California: 152

## Participating Employers in Retrainee Multiple Employer Contracts

### *Self-reported listing of potential employers participating in the contract*

Contractor's Name: State Center Community College District

CCG No.: ET23-0381

Reference No: 22-1003

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ALPHABETIZE BY COMPANY NAME

Company: Sealed Air

Priority Industry?  Yes  No

Address: 1835 W. Almond Ave

City, State, Zip: Madera, CA 93637

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Contract: 15-20

Small Business?  Yes  No

Total # of full-time company employees worldwide: 1,600

Total # of full-time company employees in California: 175

Company: Sierra RCD

Priority Industry?  Yes  No

Address: 10637 N. Lanes Road

City, State, Zip: Fresno, CA 93730

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Contract: 15-20

Small Business?  Yes  No

Total # of full-time company employees worldwide: 40

Total # of full-time company employees in California: 40

Company: The Wine Group

Priority Industry?  Yes  No

Address: 4596 Tesla Rd

City, State, Zip: Livermore, CA 94550

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Contract: 15-20

Small Business?  Yes  No

Total # of full-time company employees worldwide: 755

Total # of full-time company employees in California: 637

Company: Turnkey Construction

Priority Industry?  Yes  No

Address: 7257 N. Maple Ave. Ste 108

City, State, Zip: Fresno, CA 93720

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Contract: 10-15

Small Business?  Yes  No

Total # of full-time company employees worldwide: 35

Total # of full-time company employees in California: 35

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: State Center Community College District	CCG No.: ET23-0381
Reference No: 22-1003	Page 8 of 8

ALPHABETIZE BY COMPANY NAME

Company: Young's Commercial Transfer, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2075 W. Scranton Ave.	
City, State, Zip: Porterville, CA 93257	
Collective Bargaining Agreement(s): n/a	
Estimated # of employees to be retrained under this Contract: 15-20	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 300	
Total # of full-time company employees in California: 300	



Retrainee-Job Creation

**Training Proposal for:**

**Alhambra Healthcare & Wellness Centre, LP**

**Contract Number: ET23-0346**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** M. Reeves

**PROJECT PROFILE**

Contract Attributes:	Retrainee SET Medical Skills Training Job Creation Initiative Priority Rate	Industry Sector(s):	Services (G) Healthcare (62)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 230	U.S.: 230	Worldwide: 230
<u>Turnover Rate:</u>	10%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$609,000

<b>Total ETP Funding</b>
\$393,185

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee SET Medical Skills Training	Business Skills, Computer Skills, Continuous Impr., Literacy Skills, MS Didactic, MS Preceptor	169	8-200	0	\$1,265	\$30.90
				Weighted Avg: 55			
2	Retrainee SET Job Creation	Business Skills, Computer Skills, Continuous Impr., Literacy Skills, MS Didactic, MS Preceptor	65	8-200	0	\$2,760	\$18.78
				Weighted Avg: 120			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** Job Number 1 (SET/Priority): \$30.90 per hour statewide  
Job Numbers 2 (Job Creation): \$18.78 per hour for Los Angeles County  
**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.  
**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe  
 Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Numbers 1 and 2.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Licensed Vocational Nurse	\$28.40 - \$40.00	90
Medical Staff (Therapist, Dietician)	\$28.40 - \$45.00	15
Registered Nurse	\$48.00 - \$60.00	37
Support Staff (Administration)	\$28.40 - \$35.00	16
Team Lead	\$28.40 - \$45.00	11
<b>Job Number 2 (Job Creation)</b>		
Certified Nursing Assistant	\$16.28 - \$20.00	15
	\$20.01 - \$25.00	9
	\$25.01 - \$28.00	2
Licensed Vocational Nurse	\$25.00 - \$35.00	15
Medical Staff (Therapist, Dietician)	\$35.00 - \$45.00	5
Registered Nurse	\$48.00 - \$58.00	17
Team Lead	\$35.00 - \$45.00	2

## **INTRODUCTION**

Founded in 2012, Alhambra Healthcare and Wellness Centre, LP (Alhambra H&W) ([www.alhambrahc.com](http://www.alhambrahc.com)) provides comprehensive healthcare services including post-acute care, rehabilitation services, nursing and skilled nursing services. Alhambra H&W is located in Alhambra and provides everything from short-term rehabilitation therapy to long-term restorative care. Rehabilitation services include physical therapy, occupational therapy, joint replacement rehab, fracture rehab, cardiac and stroke rehab. Skilled services include pain management, dialysis care, wound care, orthopedic care, cardiac management, bariatric care, and hospice care. This will be Alhambra H&W's first ETP contract.

Rockport Administrative Services LLC holds a majority investment (approximately 60%) of Alhambra H&W and other Wellness Centers throughout California. Although there is a common investment firm in association with the Centers, each facility has a separate CEAN and operates independently. Kings Healthcare & Wellness Center (ET23-0322) was approved at the April 2023 Panel Meeting for \$499,560 and considered a separate contractor for ETP funding purposes.

### **Veterans Program**

Alhambra H&W works directly with Veterans organizations such as Hire a Vet and Troops to Trades in the recruitment of Veteran candidates for employment. Alhambra H&W estimates that approximate seven trainees in Job Number 2 will be Veterans; however, for ease of administration they have not been added to a separate job number.

## **PROJECT DETAILS**

Alhambra H&W lost several workers during the COVID-19 pandemic. In addition, ongoing legislative changes to the Affordable Care Act, along with changes associated with the Centers for Medicare and Medicaid Services all have far reaching impact on the day-to-day operations for healthcare providers such as Alhambra H&W. Specific industry challenges include staffing shortages, tighter cost constraints and billing models, higher patient acuity levels, increased patient demands, and a higher focus on quality of care. As a result, Alhambra H&W has enhanced both its recruiting and training programs to attract and retain more healthcare workers.

The proposed project places an emphasis on training to support Alhambra H&W's recent patient care advancements and equipment upgrades. For example, Alhambra H&W began implementing its PointClickCare (PCC) Electronic Medical Records software system in 2021. Alhambra H&W is currently introducing various platform improvements and upgrades involving PCC Mobile charting, billing, medication/inventory control, and customer relationship management (CRM) technology that all require extensive employee training.

The proposed training is intended to improve staff competencies, enhance patient satisfaction, expand service capacity, and ensure the effectiveness and safety of Alhambra H&W's patient care procedures.

### **Retrainee - Job Creation**

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage.

As the healthcare industry continues to rebound from the vast fallout of the COVID-19 pandemic, Alhambra H&W is experiencing growth and adding new positions throughout the facility to support patient demand and related hospital partnership opportunities. Recently, Alhambra H&W has been hiring at a rate of approximately 10-20 new employees per quarter, and expects to hire at

least 45-50 new employees over the next 12 months. To ensure its ability to continue delivering high quality patient care, Alhambra H&W has committed to hiring 65 new employees across all occupations (Job Number 2) during the contract term. These new healthcare professionals are needed to maintain adequate staffing ratios and support Alhambra H&W's growth during this challenging time for healthcare providers. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

### **Special Employment Training**

Under SET, the participating employer is not required to demonstrate out-of-state competition. To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention period.

#### **➤ Wage Modification**

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$41.20 to \$30.90). Alhambra H&W requests this modification for trainees in Job Number 1.

### **Temporary to Permanent Hiring**

Alhambra H&W will train approximately 15 workers under Panel guidelines for the Temporary-to-Permanent program (Job Number 2). The Company will retain these employees on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. The average time for "converting" temporary workers into full-time permanent employment is two months. It is expected that these workers will receive employer-paid share-of-cost for healthcare premiums while on temporary status, and upon hire into full-time permanent employment.

Under Panel guidelines for the Temporary to Permanent program, these trainees must be eligible to participate in ETP-funded training pursuant to Unemployment Insurance Code Section 10201(c). Trainees cannot be enrolled until after they have been hired by the Company into full-time, permanent employment. Until they are hired, retention and post-retention wage requirements cannot be met, and the Company will not receive progress payments.

### **Training Plan**

Training will be provided via Class/Lab and E-Learning in the following:

**Business Skills:** Training will be offered to all occupations and will focus on improving customer service and healthcare administration practices. Training will include communication skills, client relations, billing processes, coaching skills, and appointment scheduling.

**Computer Skills:** Training will be offered to all occupations to help employees become more proficient in the use of various healthcare software solutions (PCC and CRM) to document, track, and report patient data. This training will help Alhambra H&W establish more efficient case management and information control measures.

**Continuous Improvement:** Training will be offered to all occupations and will focus on interdepartmental collaboration, problem solving and analysis, incident/accident management, and team building.

**Literacy Skills:** Training will be offered to CNAs. This training will help employees with limited English skills improve their workplace communication, comprehension, and basic math skills for the healthcare setting.

**Medical Skills Training:** Approximately 54 RNs, 105 LVNs, and 26 CNAs will participate in Medical Skills Didactic and Clinical Preceptor training. Ancillary Medical Staff may also receive training on select Medical Skills topics based on their respective job duties. This training will address deficiencies in specific skills to ensure that trainees are competent in advanced medical procedures. Training will focus on the latest techniques and methodologies for providing safe and effective patient care. Training topics will include Patient Assessment and Care, Respiratory Care, Medication Management, Cardiac Conditions, Infection Control, Wound Management, Rehabilitations Services, and Pain Management.

### **Alternate Recordkeeping**

Staff has reviewed and approved Alhambra H&W's request to use an alternate recordkeeping method.

### **Full-Time Work Week**

Full-Time employment for purposes of ETP retention means at least 35 hours a week for 90 consecutive days. The Panel may approve less than 35 hours a week if said work week is customary for the industry or occupation.

Alhambra H&W is requesting a decrease in the full-time employment hours from 35 hours per week to 30 hours per week. The Company considers employees full-time and eligible for medical benefits at 30 hours per week. This request is consistent with industry standards.

### **Commitment to Training**

Alhambra H&W spends approximately \$327,500 annually on training. Company funded training includes basic skills updates, new hire onboarding, and mandated compliance training. ETP funds will not displace the existing financial commitment to training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

#### ➤ Training Infrastructure

Alhambra H&W's Human Resources and Training Administrator will oversee administration of this project. Additional members of the Human Resources team and department managers will work cooperatively to plan, schedule, and document training. Alhambra H&W has also retained an administrative subcontractor to ensure the project meets ETP requirements. Training will take place at the Alhambra facility and will be delivered by in-house experts and vendors as needed. Alhambra H&W has a structured training plan in place and is ready to commence training upon approval.

### **DEVELOPMENT SERVICES**

Synergy Management Consultants, LLC in Grass Valley assisted with development for a flat fee of \$20,000.

### **ADMINISTRATIVE SERVICES**

Synergy Management Consultants, LLC will also perform administrative services for a fee not to exceed 6% of payment earned.

## **TRAINING VENDORS**

Alhambra H&W has retained the following training subcontractors:

Premier Pharmacy, Inc. in Los Angeles will provide Medical Skills training for a fee of \$19,500.

Core Labs, Inc. in Los Angeles will provide Medical Skills training for a fee of \$6,750.

Remat Medical, Inc. in Los Angeles will provide Medical Skills training for a fee of \$3,765.

Other trainers will be identified for ETP record-keeping purposes, as they are retained.

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Business Skills**

- Communication
- Coaching for Team Leads
- Client Relations
- Employee Engagement
- Billing process
- Appointment Scheduling

#### **Computer Skills**

- Electronic Medical Records Application Skills
- Patient Services Billing Software
- PCC (PointClickCare) Electronic Tablet for Bedside Charting
- PCC Electronic Medical Records CRM
- PCC Clinical Key Performance Indicators
- Using Tablets for Patient Documentation

#### **Continuous Improvement Skills**

- Administration
- Medical Records
- Customer Service
- Communication Skills
- Director of Nursing Protocol
- Problem Analysis and Problem Solving
- Clinical Services System Management
- Interdepartmental Collaboration
- Interdisciplinary Team
- Incident/Accident Management
- Resident Centered Care
- Mobility Skills
- Documentation
- Continuous Quality Improvement Workshop
- Culturally Appropriate Care
- Team Building
- Working with Teams
- The Five Star Rating System

#### **Literacy Skills**

- Vocational English as a Second Language (VESL)
- Math Skills for Healthcare

#### **Medical Skills (Didactic)**

- Administration of Antimicrobial Agents
- Annual Skills Update

- Infection Control
- Basic Life Support
- Body Mechanics
- Patient Transfer Techniques
- Equipment Skills (Including, but not limited to pumps, vital monitoring devices, support systems, therapeutic modalities)
- Advanced Cardiac Life Support
- Change of Condition Management
- Interdisciplinary Team Process
- Pain Management (Acute and Chronic)
- Intravenous Therapy
- Internal Feeding Tube Management
- Respiratory Care
- Restorative Nursing
- Wound Management
- Advanced Assessment Skills
- Diabetic Management
- Urinary Management (Foley Catheter, input/output)
- Resident and Family Education
- Medication Administration Management
- Restraint and Restraint Reduction
- Behavior Management
- Psychotropic Medication Management
- Patient Assessment and Care
- Physical, Occupational, Speech Therapy
- End of Life Care
- Patient Fall Prevention
- Dementia/Alzheimer's
- Neurovascular System
- Residents with Special Needs
- Gastrointestinal System
- Laboratory
- Lab Electrolyte Imbalance
- Cardiac Conditions
- Neurological Conditions
- Resident Emergency Response
- Skeletal/Orthopedic Conditions
- Incontinence Management (colostomy care, urinary catheter care)
- COVID Protocols

#### **Medical Skills (Preceptor)**

- Medication Management
- Advanced Assessment Skills
- Advanced Clinical Skills
- Infection Control
- Patient Safety
- Clinical Skills Review
- Clinical Certification Skills

- Patient Assessment and Care
- Intravenous Therapy
- Enteral Management
- Feeding Tube (insert/remove)
- Feeding Tube Site Care
- Dementia Care
- Respiratory Care
- Hemovac/Pneumovac
- Dementia/Alzheimer's
- Managing Patients with Neurovascular Conditions
- Rehabilitation Services
- Residents with Special Needs
- Gastrointestinal Conditions
- Cardiac Conditions
- Skeletal/Orthopedic Conditions
- Incontinence Management (colostomy care)
- Functional Mobility and Ambulation
- Bowel and Bladder Training of Patients
- Identification of Skin Impairments and Prevention
- Identification of Patient Change in Condition
- Monitoring of Cardiovascular Changes (such as vital signs, endurance, level of consciousness, breathing patterns and respiratory function)
- Pain Management
- Positioning of Patients for Correct Body Alignment
- Monitor Blood Pressure of Patients
- Activities of Daily Living
- Conduct Range of Motion Exercises with Patients
- Patient Care of Foot and Hand
- Charting
- Colostomy Care
- Hazardous Waste Handling
- Isolation Techniques
- Safe Patient Handling
- Equipment/Modalities
- Therapeutic Safety
- Proper Use of Exercise Equipment
- Therapeutic Activities
- Therapeutic Exercises
- Assistive Devices



**Training Proposal for:  
Old Pueblo Ranch Inc. dba La Reina Inc.**

**Contract Number: ET23-0345**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** D. Tran

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate HUA	Industry Sector(s):	Manufacturing (E)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, San Bernardino	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 514	U.S.:514	Worldwide: 514
<u>Turnover Rate:</u>	9%		
<u>Managers/Supervisors:</u> (% of total trainees)	6%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$417,635

<b>Total ETP Funding</b>
\$259,440

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills Computer Skills, Cont. Impr., Comm'l. Skills, Mfg. Skills; HazMat	235	8-200	0	\$920	\$22.66
				Weighted Avg: 40			
2	Retrainee HUA Priority Rate	Business Skills Computer Skills, Cont. Impr., Comm'l. Skills, Mfg. Skills; HazMat	47	8-200	0	\$920	\$17.00
				Weighted Avg: 40			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** Job Number 1: \$22.66/Hour in Los Angeles & San Bernardino counties  
 Job Number 2 (HUA): \$17.00/Hour in Los Angeles & San Bernardino counties

**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.

**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe  
 Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Number 1.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Administrative Staff	\$20.16 - \$25.00	11
	\$25.01 - \$68.25	6
Operations Staff	\$22.77 - \$25.00	15
	\$25.01 - \$68.23	15
Production Staff	\$20.16 - \$25.00	57
	\$25.00 - \$75.00	41
Technical Staff	\$22.66 - \$25.00	28
	\$25.01 - \$82.00	12
Warehouse Staff	\$20.16 - \$25.00	23
	\$25.01 - \$48.00	9
Manager/Supervisor	\$25.01 - \$84.50	18
<b>Job Number 2</b>		
Administrative Staff	\$17.00 - \$20.00	4
Production Staff	\$17.00 - \$20.00	32

Warehouse Staff	\$17.00 - \$20.00	11
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## **INTRODUCTION**

Founded in 1958 and headquartered in Los Angeles, Old Pueblo Ranch Inc. dba La Reina Inc. (La Reina) (<https://www.lareinala.com/>) specializes in making flour tortillas along with other Mexican inspired specialty food items and snacks. The Company's affiliate, Anita's Snacks and Mexican Foods Corp. (<https://www.anitasmfc.com/#innovative>), located in San Bernardino, will also participate in training. Together both companies manufacture flour and corn tortillas, as well as corn chips and snacks in various flavors, colors, and sizes.

Both companies offer its own brands for retail and produces private label and customized products for restaurants, retail stores, and commercial food companies. Both also provide assistance to customers in the design and development of products for the end consumer. This will be Old Pueblo Ranch's second ETP Contract, and first within the last five years.

### **Veterans Program**

The Company does not have a specific Veterans outreach program however it actively markets and employs several veterans.

## **PROJECT DETAILS**

Old Pueblo Ranch is continuing to grow its business footprint, product lines, and manufacturing capabilities while simultaneously facing strong competition from large scale competitors. Aging equipment, and improving technologies are changing the manufacturing process and driving a significant investment by the Company to install and implement both new equipment and new technologies across the organization to improve manufacturing output volume and quality. In addition, technological improvements will help the Company become leaner, more agile, and able to quickly communicate across units and to respond to its customers quickly.

Old Pueblo Ranch is working on creating new products and is investing approximately \$20M in new production equipment for both locations. New upgraded computers and technology that will help streamline the manufacturing process. These new investments are still rolling out and plan to be completed by end of 2023. In addition to these investments, the Company is also working with new raw materials, testing and formulating new product lines that include cooked and uncooked products that can be freezed, stored, and finished at home or at later date. Working with new materials, grains, and ingredients will require significant amounts of training to ensure that proper testing and evaluation can be completed to ensure a shelf stable product. This along with new advancements introduced in new equipment will drive a significant amount of skills training to ensure that all employees have adequate knowledge to fully operate new machinery.

Training and employee development is a critical step to ensure the continued success of Old Pueblo Ranch. The Company is facing strong competitive pressures from larger manufactures nearby including Missions Foods who can scale and adapt to industry demands much quicker. The Company is focused on developing its employees to continue to promote from within the organization, retain long term employees, and allow for significant upward career mobility.

### **Training Plan**

Training will delivered via class/lab and E-learning in the following:

**Business Skills:** Training will be offered to Administrative, Operations and Technical Staff. Training will focus on adapting and leading change, principles of leadership, and effective decision making and communication skills.

**Commercial Skills:** Training will be offered to Operations, Technical and Warehouse Staff. Training will ensure that staff thoroughly understand the new ERP system, supply chain and management, inventory forecasting, and master production scheduling to help keep the Company running at a steady pace while working to minimize product overages and moving products efficiently to its customers.

**Computer Skills:** Training will be offered to all occupations. Training will ensure that all staff know how to properly use respective equipment to fulfill their job duties. Topics include Microsoft office (advanced level) training, ERP systems, and computer software attached to production machines.

**Continuous Improvement:** Training will be offered to all occupations to ensure lean business practices throughout the organization. This will help the Company eliminate unnecessary waste and minimize use of materials to help reduce cost. Topics include Lean Manufacturing, Lean Six Sigma, and Greenbelt Training.

**Manufacturing Skills:** Training will be offered to Production, Operations and Warehouse Staff and focus on key skills and core competencies on the production line. Topics include equipment operations, equipment maintenance and optimization, and general good manufacturing processes.

**Hazardous Materials Skills:** Training will be offered to Production, Warehouse and Technical Staff. Training will focus on ensuring that all staff working with raw materials have proper knowledge on how to handle, move, and clean up spills and prevent accidents while handling material and cleanup processes.

### **High Unemployment Area**

Some trainees (Job Number 2) work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Company's locations in East Los Angeles and San Bernardino are both in an HUA.

#### ➤ Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the pre-retention wages. Approximately 47 administrative, production, and warehouse staff will need the wage modification from \$22.66 to \$17.00.

### **Commitment to Training**

The Company spends approximately \$70,000 annually across both locations and includes standard on-boarding and basic skills training related to job duties. This training proposal will allow the Company to provide more in-depth training to all employees and will ensure that all employees are trained on new equipment and new technology that will help the company reduce waste and improve output and quality.

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The Project Coordinator will oversee project administration across both sites. This person along with designated personnel at each location will be responsible for coordinating the tracking of rosters at each location and verifying roster completion prior to sending it to be uploaded in the CEF system. The coordinator will also be responsible for the scheduling and delivery of training. Training will be delivered by in-house experts and vendors as needed.

Lastly, the coordinator is also responsible for uploading, tracking, and reporting hours in the ETP system. The Company has also retained the services of a third party administrator to assist with the administration of this training proposal.

### **DEVELOPMENT SERVICES**

Advanced Training Services in Valencia assisted with proposal development at no charge.

### **ADMINISTRATIVE SERVICES**

Advanced Training Services will also perform administrative services for a fee not to exceed 13% of payment earned.

### **TRAINING VENDORS**

KEI in Valencia will provide Business and Continuous Improvement training for a fee of \$45,000. Other trainers will be identified as they are retained. Any other vendors will be identified as they become known.

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Business Skills**

- Leading Change
- Principals of Modern Leadership
- Decision Making and Communication

#### **Commercial Skills**

- ERP Systems
- Supply Chain Management
- APICS Training
- Inventory Control
- Master Production Scheduling

#### **Computer Skills**

- ERP Systems
- Advanced MS Office

#### **Continuous Improvement Skills**

- Lean Manufacturing
- Cycle Time Reduction
- 6 Sigma - Green Belt
- Front Line Leadership
- Warehouse Handling
- Inventory Control

#### **Hazardous Materials Skills**

- Hazardous Materials Identification
- Hazardous Materials Cleanup

#### **Manufacturing Skills**

- Equipment Operations
- Equipment Optimization
- Total Productive Maintenance
- Equipment Maintenance Skills
- Good Manufacturing Practices
- Food Safety



**Retrainee-Job Creation  
Training Proposal for:  
P2S Inc.**

**Contract Number: ET23-0349**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** M. Reeves

**PROJECT PROFILE**

Contract Attributes:	Retrainee Job Creation Initiative Priority Rate	Industry Sector(s):	Services (G) Professional, Scientific Technology (54)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange, San Diego, Santa Clara	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 225	U.S.:225	Worldwide: 225
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	18%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$314,866

<b>Total ETP Funding</b>
\$310,500

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Commercial Skills, Computer Skills, Continuous Impr.	222	8-200	0	\$1,150	\$22.66
				Weighted Avg: 50			
2	Retrainee Job Creation Initiative Priority Rate	Business Skills, Commercial Skills, Computer Skills, Continuous Impr.	40	8-200	0	\$1,380	\$18.54
				Weighted Avg: 60			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** Job Number 1: \$24.72 per hour for Santa Clara County; \$22.66 per hour for Los Angeles, Orange and San Diego counties.  
 Job Number 2 (Job Creation): \$20.60 per hour for Santa Clara County; \$18.78 per hour for Los Angeles County; and \$18.54 per hour for Orange and San Diego counties.  
**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.  
**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe  
 Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Numbers 1 and 2.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Administration	\$20.16 - \$25.00	5
	\$25.01 - \$32.00	25
Engineering	\$21.65 - \$25.00	50
	\$25.01 - \$57.69	96
Supervisor/Manager	\$32.00 - \$55.00	46
<b>Job Number 2 (Job Creation)</b>		
Engineering	\$17.23 - \$20.00	2
	\$20.01 - \$25.00	8
	\$25.01 - \$32.00	30

**INTRODUCTION**

Founded in 1991, P2S Inc. (P2S) ([www.p2sinc.com](http://www.p2sinc.com)) is a consulting engineering, commissioning, and construction management firm committed to innovative designs and sustainable solutions. P2S provides consulting services in the areas of electrical, mechanical, plumbing, control systems, telecommunications, and industrial security. Clients include commercial and government facilities. This training proposal includes employees from P2S locations in Long Beach, Irvine, San Diego and San Jose. This will be P2S’s fifth ETP Contract, and the first in the last five years.

## **Veterans Program**

P2S has not included a separate Veterans component in this proposal. However, the Company actively recruits Veterans for various employment opportunities within its organization, and has utilized the Veterans Administration as a recruitment resource.

## **PROJECT DETAILS**

P2S is facing ever-growing demand for creative and sustainable engineering design of facilities for its clients. Significant changes in the engineering marketplace are driving the need for an increase in innovation, service, quality assurance, and productivity through technology. The use of BIM (Building Information Modeling) and Revit software is a growing trend in the engineering and construction process.

P2S has expanded its services in the areas of healthcare, commissioning, and systems performance optimization. Its clients are pushing for increased communication, evaluation, and cooperation between construction teams and the Company's internal staff. In addition to addressing specific customer demands, this training will also focus on decarbonization techniques and net-zero building strategies. ETP funding will help P2S keep its employees current on the latest design methods that demonstrate the most energy efficient and cost effective approaches for improving a building's environmental footprint.

This will be P2S's first ETP contract in the last five years, so all course content has been updated and many of the targeted trainees are participating in an ETP project for the first time. Accordingly, there will be no duplication of training from a previous ETP Contract.

### **Retrainee - Job Creation**

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage.

Customer demand for P2S's products and services remains high and the Company continues to expand its business capacity by adding new workers and improving existing functions at its established locations. The proposed training will acclimate new employees to all aspects of P2S's approach to building design, with an emphasis on vital sustainability features.

P2S expects its customer base and list of consulting projects to maintain an upward trajectory in the coming months. Therefore, the Company has committed to hiring 40 new Engineering employees (Job Number 2) during the contract term. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

### **Training Plan**

Training will be delivered via Class/Lab and E-Learning as outlined below:

**Business Skills:** Training will be offered to all occupations. These modules are designed to help employees improve client relations, communication, leadership skills, financial management, business administration processes, and project management skills.

**Commercial Skills:** Training will be offered to Engineering staff. This training will cover industry-specific design standards and building/construction practices. Areas of emphasis will include sustainable building design, commissioning, energy systems, and environmental design. This training will equip employees with the knowledge and skills to assist clients with energy efficient design decisions that are also friendly to the environment.

**Computer Skills:** Training will be offered to all occupations. Training will facilitate the use of customer relationship and project management tools. In addition, this training will help employees stay current on the latest building modeling and design software.

**Continuous Improvement:** Training will be offered to all occupations. This training will focus on process improvements and quality control procedures throughout the organization.

### **Alternate Recordkeeping**

Staff has reviewed and approved P2S's request to use an alternate recordkeeping method.

### **Commitment to Training**

P2S has an estimated combined annual training budget of approximately \$327,100 for its California locations. Company-funded training includes new employee orientation and basic on-the-job training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

#### ➤ Training Infrastructure

P2S's Human Resources Director will oversee project administration. The Company has additional staff members including a Facilities Services Manager, Human Resources Manager, and Department Managers/Leads at each location to coordinate the scheduling, tracking, and documentation of training. P2S has also retained an outside administrative consultant to ensure that all training meets ETP requirements. Training will be delivered by in-house subject-matter experts and vendors as needed. Training will take place at P2S locations in Long Beach, Irvine, San Diego and San Jose. The Company has a training schedule in place and is prepared to begin training upon contract approval.

### **DEVELOPMENT SERVICES**

Training Funding Source in Seal Beach assisted with development for a flat fee of \$1,900.

### **ADMINISTRATIVE SERVICES**

Training Funding Source will also perform administrative services for a fee not to exceed 13% of payment earned.

### **TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Business Skills**

- Administrative Processes
- Business Development
- Client Relationships
- Communication
- Financial Management
- Leadership
- Project Management
- Risk Management
- Time Management

#### **Commercial Skills**

- Commissioning
- Engineering MEP (mechanical, electrical, plumbing)
- Energy Systems
- Leadership Energy Environmental Design (LEED)
- Power Systems
- Sustainable Building Design
- Sustainable MEP Design
- Office of Statewide Health Planning and Development (OSHPD) Standards
- Office of Statewide Health Planning and Development (OSHPD) Codes
- Acute Care Design
- Infection Control

#### **Computer Skills**

- AutoCAD
- Building Information Modeling (BIM)
- Customer Relationship Management
- Computer Operations
- Financial Accounting
- MS Office (Intermediate/Advanced)
- Project Management
- REVIT MEP

#### **Continuous Improvement Skills**

- Meeting Management
- Process Improvement
- Quality Improvement



Retrainee-Job Creation  
**Training Proposal for:**  
**Raymond Handling Solutions, Inc.**  
**Contract Number: ET23-0348**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** M. Niquet

**PROJECT PROFILE**

Contract Attributes:	SET Retrainee Job Creation Initiative HUA	Industry Sector(s):	Wholesale Trade - Distribution (A)  Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Los Angeles, San Bernardino, Sacramento, San Diego, Alameda, Fresno, San Joaquin	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 751	U.S.: 751	Worldwide: 71,780
<u>Turnover Rate:</u>	2%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$401,300

<b>Total ETP Funding</b>
\$313,590

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee SET	Business Skills, Comm. Skills, Computer Skills, Cont. Impr. Skills, PL-Comm. Skills	265	8-200	0-35	\$600	\$41.20
				Weighted Avg: 30			
2	Retrainee SET HUA	Business Skills, Comm. Skills, Computer Skills, Cont. Impr. Skills, PL-Comm. Skills	130	8-200	0-35	\$600	\$17.25
				Weighted Avg: 30			
3	Retrainee SET Job Creation Initiative	Business Skills, Comm. Skills, Computer Skills, Cont. Impr. Skills, PL-Comm. Skills	90	8-200	0-35	\$851	\$18.54
				Weighted Avg: 37			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:**

**Job Number 1 (SET):** \$41.20 per hour Statewide

**Job Number 2 (SET/HUA):** \$17.00 per hour for Fresno and San Joaquin counties and \$18.54 for Alameda County

**Job Number 3 (Job Creation):** \$18.54 per hour for San Bernardino, San Diego, Sacramento counties, \$20.60 per hour for Alameda county, \$18.78 for Los Angeles County and \$20.60 for Alameda County

**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.

**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe

Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Number 1.

Up to \$1.17 per hour may be used to meet the Post-Retention Wage for Job Number 3.

**Wage Range by Occupation**

Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1 (SET)</b>		
Business Services Staff	\$38.70 - \$42.83	40
Dock and Door Technician	\$38.70 - \$50.63	45
Engineer	\$38.70 - \$54.32	55
Project Manager	\$38.70 - \$50.57	30
Service Technician	\$38.70 - \$42.29	65
Frontline Manager/Supervisor	\$38.70 - \$52.86	30
<b>Job Number 2 (SET/HUA)</b>		

Business Services Staff	\$17.25 - \$20.00	4
	\$20.01 - \$25.00	3
	\$25.01 - \$40.69	3
Dock and Door Technician	\$25.15 - \$41.14	15
Engineer	\$38.70 - \$52.36	20
Project Manager	\$38.70 - \$47.29	30
Service Technician	\$38.50 - \$41.70	25
Technical Support Staff	\$22.87 - \$25.00	10
	\$25.01 - \$39.23	10
Frontline Manager/Supervisor	\$38.70 - \$51.57	10
<b>Job Number 3 (Job Creation)</b>		
Business Services Staff	\$17.37 - \$20.00	10
	\$20.01 - \$25.00	10
	\$25.01 - \$38.06	5
Dock and Door Technician	\$25.39 - \$40.79	10
Engineer	\$39.78 - \$50.63	5
Project Manager	\$38.77 - \$47.17	15
Service Technician	\$37.09 - \$39.48	10
Technical Support Staff	\$22.81 - \$25.00	10
	25.01 - \$35.48	10
Frontline Manager/Supervisor	\$38.20 - \$50.27	5

## **INTRODUCTION**

Raymond Handling Solutions, Inc. (Raymond) established in 2002 with its headquarters located in Santa Fe Springs, offers comprehensive intralogistics solutions for all things material handling of end-to-end warehouse solutions inclusive of wholesale distribution of industrial machinery and equipment such as forklifts and conveyors. Raymond also offers solutions for racking, dock and door, rentals, parts, and services. Raymond's parent company, The Raymond Corporation, has facilities throughout the United States and internationally. Customers include owners of distribution centers around the world. Training will take place at the Raymond's four facilities in Valencia, Santa Fe Springs, Ontario and San Diego. Training will also take place at the Company's affiliate, Raymond Handlings Concepts Corporation's four locations in Fremont, Sacramento, Lathrop and Fresno.

### **Veterans Program**

Raymond does not have a formal veteran's outreach program at this time but does actively employ veterans at the company.

## **PROJECT DETAILS**

Raymond helps to make distribution centers more efficient and is continuously innovating and introducing new products and services to its customers in order to keep up with industry trends and customer needs and demands. In addition, Raymond is in the business of selling, repairing,

and maintaining forklifts. They also design, construct, install, repair, and maintain material handling systems. These systems are used by companies such as Amazon to move goods and boxes in to warehouses.

Customers require more efficient ways to handle material. Companies are automating systems, using robots, integrating automation, and reducing energy usage. This requires staff to understand the new systems, analyze how they can be applied, design new solutions, and implement them in distribution centers around the nation. For example, optimizing the layout of a center is crucial as it directly affects the overall productivity and profitability of the business. One of the best ways to reduce waste is to improve the conveyor system which Raymond is accomplishing by implementing automation technologies such as sensors and scanners to reduce manual labor and increase the speed at which goods are moved through the system. This reduces costs and improves warehouse efficiency.

Raymond has become an in-demand company within the industry and is increasing its customer base. Raymond has implemented new ways to sell, design, install and support products in the following areas: robotics; integrated automation, telematics, energy solutions, supply chain processes, automatic operations, material handling and logistics. These new implementations have created a more efficient workflow. As such, training and cross training in these areas are necessary and critical in order for staff to build on a variety of skills, from research and development to marketing and customer service which will insure customer demands are met. Training under this proposal will allow the Company to stay on top of cutting-edge technologies and methods in order to expand production, meet production demand and hire more staff.

### **Retrainee - Job Creation**

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage.

The Company will hire 90 new employees (Job Number 3). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. Raymond is committed to hiring new employees as new systems and services are seeing enormous growth and demand. Raymond has hired 90 new employees in 2022 and anticipates hiring an additional 120 employees in the next two years.

### **Training Plan**

Training will be delivered via Classroom/Laboratory, E-Learning/Videoconferencing, Computer-Based Training, and Productive Lab methods. In-house subject matter experts and external training vendors may be utilized to deliver training in the following:

**Business Skills:** Training will be offered to all occupations and will focus on improving sales, customer relations, and product management. Training topics include Asset Management, Logistics and Transportation, Team Building and Conflict Resolution.

**Commercial Skills:** Training will be offered to all occupation and will focus on improving sales and service delivery as well as equipment operations. Training topics include Electric Equipment Operation, Forklift Repair, Hydraulic Service Equipment and Warehouse Procedures.

**Computer Skills:** Training will be offered to all occupations and will focus on internal software efficiency in order to streamline orders and general operations. Training topics include Computerized Inventory, Warehouse Design and Windows Management.

**Continuous Improvement:** Training will be offered to all occupations and will focus on keeping abreast of new product knowledge and aligns with company policies and procedures. Training

topics include Communication Skills, Product Knowledge, Resource Sourcing, and Production Operations.

### **Productive Laboratory (PL)**

Trainees may produce goods for profit as part of the PL training in the courses identified under the Curriculum. The instructor must be dedicated to training delivery during all hours of training. Training will be delivered at a 1:1 ratio.

PL-Commercial Skills will be provided to Dock and Door Technicians. Due to the nature of its services, certain training cannot be replicated in a class/lab environment. PL training will allow practical, hands-on experience in a working environment. Equipment to be used during PL includes forklifts and material handling systems. This training is designed to ensure that staff is proficient and can fully demonstrate their abilities to fully repair and maintain forklifts and electrical systems.

Training will be taught by subject matter-experts with demonstrated knowledge and expertise in the field. Instructors will monitor trainee competencies before the trainee is deemed competent for each trade skillset. Production is expected to be lower during PL, as the trainer will coach and mentor the trainees. Raymond will provide up to 7.5 hours of PL training hours in Job 1 & 2 and up to 9.25 hours of PL in Job 3.

### **Computer-Based Training (CBT)**

CBT will be provided to supplement class/lab which is a more convenient means of delivering basic training. Trainees will receive between 0-35 hours of CBT.

### **Commitment to Training**

Raymond spends approximately \$505,800 annually on training across its California facilities. The company provides training on a wide variety of topics that include general onboarding training, basic occupational skills-related training, and federally or legally mandated training.

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

#### ➤ Training Infrastructure

This training project will be administered and overseen by the Company's Training Coordinator with the assistance of multiple supervisors at each of the eight training locations. The supervisors will be responsible for tracking and uploading training hours and scheduling training. The Company also retained the services of a third party administrator who will assist with the administration of this training project.

### **Special Employment Training**

Under SET, the participating employer is not required to demonstrate out-of-state competition. To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention period.

**➤ Wage Modification**

All trainees in Job Number 2 work in a High Unemployment Area (HUA). This is a region with unemployment exceeding the state average by 25%. The Company's locations in Fresno, San Joaquin and Alameda counties are in an HUA. These trainees qualify for the ETP Minimum Wage rather than the Statewide Average Hourly Wage.

Raymond is requesting a wage modification from \$41.20 per hour to \$17.25 per hour for Job Number 2 for approximately 85 trainees within all Occupations.

**Electronic Recordkeeping/LMS**

Staff has reviewed and approved Raymond's use of a Learning Management System (LMS) for recordkeeping.

**DEVELOPMENT SERVICES**

Raymond Handling Solutions, Inc. retained National Training Company in Irvine to assist with development of this proposal for a flat fee of \$15,000.

**ADMINISTRATIVE SERVICES**

Raymond Handling Solutions, Inc. retained National Training Company in Irvine to perform administrative services in connection with this proposal for a fee of not to exceed 13% of payment earned.

**TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Business Skills**

- Asset Management
- Logistics and Transportation
- Presentation Skills
- Products Specifications
- Team Building
- Business Development
- Conflict Resolution
- Critical Thinking

#### **Commercial Skills**

- Electric Equipment Operation
- Equipment Operation/ Cross-training
- Equipment Maintenance
- Forklift Repair
- Hydraulic Service Equipment
- Operating Heavy Equipment
- Pallets and Skids
- Standard Operating Procedures
- Transportation Equipment
- Warehouse Equipment
- Warehouse Procedures

#### **Computer Skills**

- Business System
- Computerized Inventory
- Cyber Security Tools
- Data Base Management
- File Management
- Microsoft Office (Intermediate/Advanced)
- Project Management Software
- Software Installation
- Warehouse Design
- Windows Management

#### **Continuous Improvement Skills**

- Communication Skills
- COVID-19 Procedures
- Inventory & Raw materials Training
- Product Specifications
- Product Knowledge
- Resource Sourcing

- Production Operations
- Resolving Installation Problems

### **Productive Lab (Trainer-to-Trainee Ratio 1:1)**

Trainees may receive any of the following:

#### **Commercial Skills**

- Electric Equipment Operation
- Equipment Operations/Cross-training
- Forklift Repair/Maintenance

### **Computer-Based Training**

Trainees may receive any of the following:

#### **Business Skills**

- Business Development (4 hrs)
- Conflict Resolution (4 hrs)

#### **Commercial Skills**

- Resource Planning (4 hrs)
- Transportation Systems (4 hrs)
- Warehouse Systems (3 hrs)

#### Electrical Systems

- Electrical Safety (1 hour)
- Basic Electrical Principles (2 hours)
- Electrical Components (2 hours)
- Electrical Equipment (2 hours)
- Electrical Wiring ( 1 hours)

#### Hydraulic Systems

- Principles of Hydraulics (1 hour)
- Hydraulic System Components (2 hours)
- Hydraulic Circuit Design (2 hours)
- Troubleshooting Hydraulic Systems (3 hours)



**Critical Proposal for:**

**Rivian Automotive, LLC**

**Contract Number: ET23-0347**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** M. Reeves

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Manufacturing (E)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange, San Bernardino, San Diego, San Francisco, Santa Clara, Yolo	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 4,436	U.S.:13,949	Worldwide: 14,283
<u>Turnover Rate:</u>	6%		
<u>Managers/Supervisors:</u> (% of total trainees)	2%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$616,000

<b>Total ETP Funding</b>
\$248,400

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Commercial Skills, Computer Skills	100	8-200	0	\$2,484	\$27.15
				Weighted Avg: 108			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** \$24.72 per hour for Santa Clara and San Francisco counties; \$22.66 per hour for Los Angeles, Orange, San Bernardino, San Diego, and Yolo counties.

**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.

**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe

Although employer provides health benefits, they are not being used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Field Service Technician	\$27.15 - \$34.23	3
Field Service Technician II	\$31.73 - \$39.27	8
Field Service Technician III	\$33.04 - \$42.70	40
Field Service Technician IV	\$40.65 - \$52.74	35
Senior Field Service Technician	\$45.75 - \$59.41	14

**CRITICAL PROPOSAL**

Rivian Automotive, LLC (Rivian) is designated as a “Critical Proposal” recommended by the Governor’s Office of Business and Economic Development. ETP funding will help the Company expand its training capacity, and support the growth of Rivian’s workforce and electric vehicle customer base in California.

**INTRODUCTION**

Rivian ([www.rivian.com](http://www.rivian.com)) is an electric vehicle manufacturer and automotive technology company. Originally founded in 2009 and headquartered in Irvine, Rivian’s line of vehicles includes the R1T (pickup truck), R1S (SUV), and EDV (electric delivery van). The Company also provides energy charging solutions and all associated service and support for its vehicles. Rivian has over 100 locations in the United States, including more than 20 locations in California. This proposal targets Rivian’s Field Service Technicians throughout California and all training will take place at the Company’s Costa Mesa Service Center. This will be Rivian’s first ETP contract.

## **Veterans Program**

Rivian has not included a separate Veterans component in this proposal; however, the Company does recruit and hire Veterans through its normal hiring practices.

## **Green/Clean Operations**

Rivian is an electric vehicle manufacturer with a company-wide sustainability strategy and commitment to net-zero carbon emissions by 2040.

## **PROJECT DETAILS**

As more people purchase Rivian vehicles and more organizations utilize the Company's fleet vehicle technology, Rivian will continue to increase its number of Service Centers. This growth requires skilled technicians at each location with the ability to perform highly technical maintenance and repair work.

The training outlined in this proposal is a newly-created 12-week program designed specifically for Field Service Technician training to be delivered at Rivian's Costa Mesa Service Center. Field Service Technicians from across the state will develop the skills needed to be certified in Rivian's specialized tooling process. In addition to unique vehicle equipment, the training will also include the use of vehicle lifts, tool boxes, PTZ (pan, tilt, zoom) cameras, switch boards, high voltage technology, and ADAS (advanced driver assistance system) calibration machinery. This Class/Lab training will include simulated, hands-on instruction via the use of dedicated training vehicles (R1T, R1S, and EDV) at the training site.

This training will be provided to a combination of existing service technicians and technicians hired into newly-created positions. The Company anticipates trainees will complete at least two to four full days of training per week, and all trainees are expected to receive between 192 to 384 total hours of training over a 12-week period, depending on the employee's level of experience and command of the subject matter. For this proposal, the estimated average is 108 hours per trainee, with the ETP standard retraining cap of 200 hours per trainee. Any training delivered above 200 hours per trainee will be at the Company's expense.

The proposed training has been designed to equip employees with the requisite knowledge and skills to work on Rivian vehicles in the safest and most efficient manner. Once the Field Service Technicians have completed training, they will be aptly prepared to deploy their expertise at their respective Rivian Service Center locations in California.

## **Training Plan**

Training will be delivered via Class/Lab and E-Learning as outlined below:

**Commercial Skills:** Training will be offered to all Field Service Technician trainees. Training will focus on industry-specific skills related to the complex service and maintenance of Rivian's exclusive line electric vehicles. Trainees will receive in-depth instruction involving high/low voltage, vehicle suspension systems, thermal systems, and ADAS technology.

**Computer Skills:** Training will be offered to all Field Service Technician trainees. Training will cover various aspects of fault detection, and firmware diagnostics testing and troubleshooting.

## **Commitment to Training**

Rivian has an estimated annual training budget of approximately \$250,000 for its California facilities. Company-funded training includes new employee onboarding, basic on-the-job skills, and industry compliance training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

### ➤ Training Infrastructure

Rivian's Director of Service Learning & Development will oversee project administration. Service Center instructors and program managers will coordinate the scheduling, tracking, and documentation of training. Training will be delivered by in-house subject matter experts and vendors as needed. All training will take place at Rivian's Costa Mesa Service Center. The Company has a training schedule in place and is prepared to commence training upon contract approval.

## **DEVELOPMENT SERVICES**

N/A

## **ADMINISTRATIVE SERVICES**

N/A

## **TRAINING VENDORS**

N/A

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Commercial Skills**

- **High Voltage Architecture & Diagnosis**
  - Ohms Law
  - PPE/Safety
  - ESS Fuses
  - Isolation
  - Pre-Charge
  - Equipotential Grounding
  - R1/EDV HV Layout
  - Glove Safety Check
  - HV Depower Procedure
  - Insulation Check on Vehicle(s)
  - Pilot Lab
  - Proximity Lab
  - HV Fuse Lab
  - Vehicle Diagnosis
- **Advanced Driver Assistance Systems (ADAS) Calibration**
  - R1/EDV Calibration Training
  - Camera and Radar Calibration - Including Surround View Cameras
  - Manual and Tru-Point Calibration Procedures
  - Vehicle Pre-Conditioning and Use of the Tru-Point Machine
  - High Level EDV Topics
- **Introduction to Electric Delivery Van (EDV) Overview**
  - Mechanical and Electrical Aspects of the EDV
  - General EDV Walkthrough – Front, Mid and Rear Sections
  - Component Location, Controllers, Low Voltage Batteries
  - View of Underside of Vehicle – Main Pack, Electrical and Electronic Locations
  - Front Drive Assembly, Front Suspension, Leaf Spring and Power Steering Rack
  - Service Bay Access for Brake Fluid, Coolant and AC Service Ports
  - Vehicle Access Software Logic
  - ADAS Components and Locations
  - Firemen Loop Location
  - Jack Points
  - Jacking Methods for Tire Rotation
  - Closures, Rear Door, Removal, Installation and Latch Adjustment
  - Driver Certification
- **Vehicle Dynamics: Suspension Systems**
  - Air Suspension System
  - Hydraulic System
  - Suspension Structure
  - Electrical Architecture

- **Low Voltage Diagnostics & Wire Repair**
  - Conductivity of Materials - Electrical Conductor or Insulator
  - Basic Electrical Variables
  - Ohms and Watts Laws
  - Circuit Types and Properties
  - Electrostatic Discharge (ESD)
  - Testing Electrical Components
  - AC and DC Voltage
  - Wiring Harness Repair
- **Thermal Systems**

**Computer Skills**

- **Fault and Firmware Diagnostics**
  - Leveraging RiDE Diagnostics Software Tool
  - Creating and Using Work Orders via ServiceOS Platform
  - ADAS Calibration Machine – Use of Digital Tools



Retrainee-Job Creation

**Training Proposal for:**

**Santa Ana Healthcare & Wellness Centre, LP dba Country  
Villa Plaza Convalescent Center**

**Contract Number: ET23-0332**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** J. Garcia

**PROJECT PROFILE**

Contract Attributes:	Priority/Retrainee Job Creation Initiative Veterans SET Medical Skills Training	Industry Sector(s):	Services (G) Healthcare (62)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 190	U.S.: 190	Worldwide: 190
<u>Turnover Rate:</u>	16%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$628,000

<b>Total ETP Funding</b>
\$377,200

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Priority Rate Retrainee SET Medical Skills Training	Business Skills, Computer Skills, Cont. Impr., MS-Didactic, MS-Preceptor	70	8-200	0	\$920	\$30.90
				Weighted Avg: 40			
2	Job Creation Initiative Priority Rate Retrainee SET Medical Skills Training	Business Skills, Computer Skills, Cont. Impr., MS-Didactic, MS-Preceptor	40	8-200	0	\$2,760	\$18.54
				Weighted Avg: 120			
3	Job Creation Initiative Veterans Priority Rate Retrainee SET Medical Skills Training	Business Skills, Computer Skills, Cont. Impr., MS-Didactic, MS-Preceptor	15	8-200	0	\$2,760	\$19.00
				Weighted Avg: 120			
4	Priority Rate Retrainee SET Medical Skills Training	Business Skills, Computer Skills, Cont. Impr., MS-Didactic, MS-Preceptor	85	8-200	0	\$920	\$30.90
				Weighted Avg: 40			
5	Job Creation Initiative Priority Rate Retrainee SET Medical Skills Training	Business Skills, Computer Skills, Cont. Impr., MS-Didactic, MS-Preceptor	30	8-200	0	\$2,760	\$18.54
				Weighted Avg: 120			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** Job Numbers 1 & 4 (SET/Priority Industry): \$30.90 per hour  
 Job Number 2 & 5 (SET/Job Creation): \$18.54 per hour in Orange County  
 Job Number 3 (SET/Job Creation/Veterans): \$18.54 per hour in Orange County

**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.

**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe

Up to \$2.50 per hour may be used to meet the Post-Retention Wage in Job Number 1-2 and 4-5.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Resident Nurses	\$48.00 - \$60.00	20
Team Leads	\$28.40 - \$45.00	15
Support Staff	\$28.40 - \$35.00	25

Other Medical Staff (Therapists, Respiratory Dieticians, Dieticians)	\$30.00 - \$45.00	10
<b>Job Number 2</b>		
Resident Nurses	\$48.00 - \$56.00	20
Team Leads	\$30.00 - \$45.00	8
Support Staff	\$16.04 - \$20.00	4
	\$20.01 - \$25.00	3
Other Medical Staff (Therapists, Respiratory Dieticians, Dieticians)	\$26.00 - \$35.00	5
<b>Job Number 3</b>		
Veteran Certified Nursing Assistant	\$19.00 - \$20.00	2
	\$20.01 - \$25.00	3
Veteran Licensed Vocational Nurses	\$28.00 - \$33.00	10
<b>Job Number 4</b>		
Licensed Vocational Nurses	\$28.40 - \$40.00	85
<b>Job Number 5</b>		
Licensed Vocational Nurses	\$25.01 - \$33.00	15
Certified Nursing Assistants	\$19.00 - \$20.00	10
	\$20.01 - \$25.00	5

## **INTRODUCTION**

Located in Santa Ana and founded in 1969, Santa Ana Healthcare & Wellness Centre, LP dba Country Villa Plaza Convalescent Center (Country Villa Plaza) (<https://www.cvplazanc.com/>) is a care facility that provides comprehensive healthcare services to patients that include post-acute care, rehabilitative services, nursing, and skilled nursing services with the goal of creating full-service healthcare options for patients leaving a hospital environment and returning to home.

Country Villa Plaza accommodates up to 145 residents. Seniors can receive personal assistance, medical care and specialized services, including respiratory therapy and soft tissue mobilization. Country Villa Plaza also offers a mental wellness program for residents. Country Villa Plaza is anticipating hiring at least 80 new full time employees over the course of the contract term.

Rockport Administrative Services LLC holds a majority investment (approximately 60%) of Santa Ana Healthcare & Wellness Centre and other Wellness Centers throughout California. Although there is a common investment firm in association with the Centers, each facility has a separate CEAN and operates independently. Kings Healthcare & Wellness Center (ET23-0322) was approved at the April 2023 Panel Meeting for \$499,560 and considered a separate contractor for ETP funding purposes.

### **Veterans Program**

Country Villa Plaza has assembled a marketing campaign aimed at attracting Veterans. The Company has partnered with "Hire a Vet, Troops to Trades," which is a local organization that aids in placing local veterans. A large military and ex-military demographic exists in the Southern

California market. Country Villa Plaza would like to hire and train those members of the military. In this proposal, Country Villa will hire 15 Veterans within the next 12 months (Job Number 3).

## **PROJECT DETAILS**

This will be Country Villa Plaza's first ETP Contract. The Company faces industry related challenges including staffing shortages, increased patient demands, cost and billing models based on better efficiency, shorter hospital stays, reduced hospital readmissions, and higher levels of acuity, effectively creating converging levels of care with a higher level of compliance and accuracy. These issues are in addition to an ever-growing elderly population. By 2025, there will potentially be one senior in need of health care to every 2.3 working people. This impact on health care services, along with the continually changing legislation and regulatory demands, creates significant need to ramp up and keep pace with training and development.

The training plan outlined in this proposal aligns with Country Villa Plaza's needs to meet its growth requirements and develop highly skilled professional medical and support staff. The commitment to this level of training creates a company that will help fill the needs of post-acute, rehabilitation, skilled nursing and geriatric consumers in Orange county where the demand for care outweighs the capacity to meet these consumers' needs. This proposal will create, extend, and deepen the skills of the medical professionals.

Within the medical field, it is common for workers to start at a baseline Certified Nursing Assistant level and continue their training toward a Licensed Vocational Nurse credential, and potentially a Resident Nurse credential. Training programs are in place that allow new hires to move from entry level healthcare to Licensed Vocational Nurses and Resident Nurses in coordination with local area Community College programs. Through this proposal, the Company plans to develop 30 Certified Nursing Assistants into Licensed Vocational Nurses. The company has many instances of employees trained, developed, and promoted through the ranks over the years.

The Company is fervent in developing employees with critical medical skills and certification in the 5-star system. All of the medical skills training in this proposal represent tangible and valuable skills that will be portable and transferrable for the employees.

### **Retrainee - Job Creation**

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage.

Country Villa Plaza will hire 85 new employees (Job Numbers 2, 3, and 5). There are growing numbers of Medicaid/Medicare patients discharged to post-acute care, skilled nursing and in patient rehab settings and enter with an increased level of acuity. Due to the expanded customer base, the Company plans to hire within its communities, and will work with local cultural centers, EDD, OneStop, Lau Family Trust, local school districts and Adult Education programs to recruit from underserved populations. Quarterly recruiting events are held to support efforts in hiring new employees. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

### **Training Plan**

Training will be delivered via Class/lab and E-learning in the following:

**Business Skills:** This training will be offered to all occupations in job creation categories with topics including client relations, employee engagement, billing process and appointment scheduling.

**Computer Skills:** This training will be offered to all occupations and will include patient records, medications, billing, Customer Relationship Management (CRM) and inventory, and bedside tablet protocol.

**Continuous Improvement:** This training will be offered to all occupations and will include topics such as communication, conflict resolution, problem solving, incident and accident management, and resident centered care.

**Medical Skills:** This training will be offered to Resident Nurses, Licensed Vocational Nurses, Certified Nursing Assistants, Therapists and Other Medical Staff and will include medical skills training within the Didactic or Clinical Preceptor areas based on needs and job functions. Training includes advanced skills in patient assessment, ventilator and tracheotomy care, diabetes, dialysis care, COVID protocols, infection control, mental health care, cardiac care and dementia care.

### **Special Employment Training**

Under SET, the participating employer is not required to demonstrate out-of-state competition. To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention period.

#### ➤ Wage and Retention Modifications

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$41.20 to \$30.90). The Company requests this modification for Job Numbers 1 and 4.

Country Villa Plaza is also requesting an alternate retention of 500 hours within 272 days in Job Numbers 3-5. Healthcare workers are considered to have non-customary work hours and may request an alternate retention to satisfy the retention requirements.

### **Commitment to Training**

Country Villa Plaza's annual training budget is \$325,000 and includes basic skills training. New employees range from having limited healthcare skills and education to none at all. ETP will augment current training processes and will allow the company to train unskilled or semiskilled new hires and prepare them for a career in healthcare. This will include all foundational training and advanced training in both Clinical and Didactic medical skills, as well as administrative, patient care and medical record documentation. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

#### ➤ Training Infrastructure

Country Villa Plaza plans to use subcontractor Synergy Management to help facilitate contract administration. The plan includes monthly progress meetings with Synergy Management Consultants (SMC) to go over progress, issues, and compliance. SMC's Human Resources Coordinator, Training Development Manager, and Human Resources Assistant, will be responsible for overseeing all aspects of the Contract and will have assistance of two staff members who will manage internal administration. Internal instructors are identified to the training sessions. The HR Coordinator will collect rosters at the training site. The coordinators will also ensure training is being completed on a daily basis, reporting back to Human Resources Assistant. The Company has a proven track record for training and trains on average of 13,000 hours per

year. Country Villa Plaza will also utilize third party training vendors who will ensure that all training adheres to ETP requirements. The training schedule of courses are planned in advance, and scheduled on a weekly basis.

### **Impact/Outcome**

Certifications for 5 star patient care, Certified Nursing Assistant and other certifications in Clinical and Didactic training completions, in coordination with Community College courses, can lead to Licensed Vocation Nurse Certification.

### **Temporary to Permanent Hiring**

The Company will train 20 workers under Panel guidelines for the Temporary-to-Permanent program (Job Numbers 2, 3, and 5). The Company has retained these employees on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. The average time for “converting” temporary workers into full-time permanent employment is 60 days. It is expected that these workers will receive employer-paid share-of-cost for healthcare premiums while on temporary status, and upon hire into full-time permanent employment.

Under Panel guidelines for the Temporary to Permanent program, these trainees must be eligible to participate in ETP-funded training pursuant to Unemployment Insurance Code Section 10201(c). Trainees cannot be enrolled until after they have been hired by the Company into full-time, permanent employment. Until they are hired, retention and post-retention wage requirements cannot be met, and the Company will not receive progress payments.

### **DEVELOPMENT SERVICES**

Synergy Management Consultants, LLC in Grass Valley assisted with development of this proposal for a flat fee of \$18,400.

### **ADMINISTRATIVE SERVICES**

Synergy Management Consultants, LLC will also perform administrative services in connection with this proposal for a fee not to exceed 6% of payment earned.

### **TRAINING VENDORS**

Premier Pharmacy Services in Baldwin Park has been retained to provide Medical Skills-Preceptor training for a fee of \$7,500.

Core Analytics Laboratory in Van Nuys has been retained to provide Medical Skills-Preceptor training for a fee of \$4,560.

Ramat Medical in Los Angeles has been retained to provide Medical Skills-Preceptor training for a fee of \$6,500. Other trainers will be identified as they are retained.

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Business Skills**

- Communication
- Coaching for Team Leads
- Client Relations
- Employee Engagement
- Billing Process
- Appointment Scheduling

#### **Computer Skills**

- Electronic Medical Records Application Skills
- Patient Services Billing Software
- Point Click Care Electronic Tablet for Bedside Charting
- Point Click Care Electronic Medical Records Customer Relationship Management
- Point Click Care Clinical Key Performance Indicators

#### **Continuous Improvement Skills**

- Administration
- Medical Records
- Customer Service
- Communication Skills
- Director of Nursing Huddles
- Problem Analysis and Problem Solving
- Clinical Services System Management
- Interdepartmental Collaboration
- Interdisciplinary Team
- Incident/Accident Management
- Resident Centered Care
- Mobility Skills
- Documentation
- Continuous Quality Improvement Workshop
- Culturally Appropriate Care
- Team Building
- Working with Teams
- The Five Star Rating System

#### **Medical Skills (Didactic)**

- Administration of Antimicrobial Agent
- Annual Skills Update
- Infection Control
- Basic Life Support
- Body Mechanics
- Patient Transfer Techniques

- Equipment Skills (including, but not limited to pumps, vital monitoring devices, support systems, therapeutic modalities)
- Advanced Cardiac Life Support
- Change of Condition Management
- Interdisciplinary Team Process
- Pain Management (Acute and Chronic)
- Intravenous Therapy
- Enteral Feeding Tube Management
- Respiratory Care
- Restorative Nursing
- Wound Management
- Advanced Assessment Skills
- Diabetic Management
- Urinary Management (foley catheter, input/output)
- Resident and Family Education
- Medication Administration Management
- Restraint and Restraint Reduction
- Behavior Management
- Psychotropic Medication Management
- Patient Assessment & Care
- Physical, Occupational, Speech Therapy
- End of Life Care
- Patient Fall Prevention
- Dementia/Alzheimer's
- Neurovascular System
- Residents with Special Needs
- Gastrointestinal System
- Laboratory
- Lab Electrolyte Imbalance
- Cardiac Conditions
- Neurological Conditions
- Resident Emergency Response
- Skeletal/Orthopedic Conditions
- Incontinence Management (colostomy care, urinary catheter care)
- COVID Protocols

#### **Medical Skills (Preceptor)**

- Medication Management
- Advanced Assessment Skills
- Advanced Clinical Skills
- Infection Control
- Patient Safety
- Clinical Skills Review
- Clinical Certification Skills
- Patient Assessment and Care
- Intravenous Therapy
- Enteral Management
- Feeding Tube Protocols

- Feeding Tube Site Care
- Dementia Care
- Respiratory Care
- Hemovac/Pnuemovac
- Dementia/Alzheimer's
- Managing Patients with Neurovascular Conditions
- Rehabilitation Services
- Residents with Special Needs
- Gastrointestinal Conditions
- Cardiac Conditions
- Skeletal/Orthopedic Conditions
- Incontinence Management (Colostomy Care)
- Functional Mobility and Ambulation
- Bowel and Bladder Training of Patients
- Identification of Skin Impairments and Prevention
- Identification of Patient Change in Condition
- Monitoring of Cardiovascular Changes such as Vital signs, Endurance, Level of Consciousness
- Breathing Patterns and Respiratory Function
- Pain Management
- Positioning of Patients for Correct Body Alignment
- Monitor Blood Pressure of Patients
- Activities of Daily Living
- Conduct Range of Motion Exercises with Patient
- Patient Care of Foot and Hand
- Infection Control
- Charting
- Colostomy Care
- Hazardous Waste Handling
- Isolation Techniques
- Safe Patient Handling
- Equipment/Modalities
- Therapeutic Safety
- Proper Use of Exercise Equipment
- Therapeutic Activities
- Therapeutic Exercises
- Assistive Devices



Retrainee-Job Creation

**Training Proposal for:**

**Anaheim Point Healthcare & Wellness Center, LP dba  
Windsor Gardens Healthcare**

**Contract Number: ET23-0350**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** San Diego

**Analyst:** P. Duarte

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee SET Job Creation Initiative Veterans Medical Skills Training	Industry Sector(s):	Services (G) Healthcare (62)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No SEIU 2015		
Number of Employees in:	CA: 170	U.S. : 170	Worldwide: 170
<u>Turnover Rate:</u>	12%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$388,066

<b>Total ETP Funding</b>
\$251,390

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate SET Medical Skills	Business Skills, Comm'l. Skills, Computer Skills, Cont. Impr., MS-Didactic, MS-Preceptor	102	8-200	0	\$1,150	\$30.90
				Weighted Avg: 50			
2	Job Creation Priority Rate SET Medical Skills	Business Skills, Comm'l. Skills, Computer Skills, Cont. Impr., MS-Didactic, MS-Preceptor	46	8-200	0	\$2,530	\$18.54
				Weighted Avg: 110			
3	Veterans Priority Rate SET Medical Skills	Business Skills, Comm'l. Skills, Computer Skills, Cont. Impr., MS-Didactic, MS-Preceptor	7	8-200	0	\$2,530	\$20.00
				Weighted Avg: 110			

**\*Post-Retention Wage is the Contractual Wage.**

**Minimum Wage by County:** Job Number 1 (SET/Priority Industry): \$30.90/hr.  
 Job Number 2(SET/Job Creation): \$18.54/hr in Orange County  
 Job Number 3(SET/Veterans): \$18.54/hr. in Orange County

**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.

**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe  
 Up to \$2.50 per hour may be used to meet the Post-Retention Wage in Job Number 1.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
LVN	\$28.40 – \$32.40	45
RN	\$45.00 – \$60.00	15
Team Leads	\$35.00 – \$45.00	7
Support Staff	\$28.40 – \$32.40	17
Respiratory & Occupational Therapists, Dieticians	\$28.40 – \$40.00	18
<b>Job Number 2</b>		
CNA/LVN	\$18.54 – \$20.00	10
	\$20.01 – \$25.00	10
	\$25.01 – \$33.00	10

RN	\$48.00 – \$58.00	12
Respiratory & Occupational Therapists & Dieticians	\$30.00 – \$40.00	4
<b>Job Number 3</b>		
Veteran CNA	\$20.00 – \$25.00	4
	\$25.01 – \$28.00	3

## **INTRODUCTION**

Founded in 2014 and headquartered in Anaheim, CA, Anaheim Point Healthcare & Wellness Center, LP/DBA Windsor Gardens Healthcare ([www.windsoranaheimhc.com](http://www.windsoranaheimhc.com)) is a skilled nursing home and rehabilitation facility that provides comprehensive healthcare services to patients. Services include post-acute care, rehabilitative services, short-term and long-term care, specialized nursing needs, and medical social services. The company's goal is to provide full service healthcare options for patients leaving a hospital environment thru returning to home by providing a wide variety of services and enable patients and residents to receive medical, restorative and supportive care. To assure quality, the company designates a team of resident and family councils to meet regularly to ensure residents' needs are being met to their satisfaction.

Rockport Administrative Services LLC holds a majority investment in APH and other Wellness Centers throughout California. Although there is a common investment firm in association with the Wellness Centers, each facility has a separate California Employer Account Number and operates independently. Kings Healthcare & Wellness Center (ET23-0322) was approved at the April 2023 Panel Meeting for \$499,560 and considered a separate contractor for ETP funding purposes. This will be APH first ETP Contract.

### **Veterans Program**

Windsor Gardens Healthcare plans to hire 7 Veterans within the next 12 months (Job Number 3). In the Southern California market, a large military and ex-military demographic exist. Windsor Gardens Healthcare has preference for Veterans and has assembled a marketing campaign that not only give preference but also is aimed at specifically attracting Veterans. The Wellness Center partners with the organization "Hire a Vet", "Troops to Trades" which is a local organization that aids in placing local veterans.

### **Union Support**

Union support and Notice of Intent letters has been provided by SEIU 2015 ([www.seiu2015.org](http://www.seiu2015.org)) for the following occupations: RN, LVN and CNA.

## **PROJECT DETAILS**

According to recent statistics, California predicts a 120% increase in seniors from 1995 to 2023. Effective, by 2025, there will be one senior potentially in need of health care to every 2.3 working people. Due to the impact on healthcare services as well as the ongoing need to remain current with legislative and regulatory requirements, training and development efforts must be intensified.

Additionally, COVID-19 had a significant impact on APH. According to recent articles, 1 in 5 healthcare workers have left the industry, and Forbes survey conducted in April 2022 revealed that up to 47% of healthcare workers intent to leave their positions by 2025. As a result of the pandemic, APH faced a significant loss of workforce and has since developed recruiting and training initiatives to attract new healthcare talent.

The proposed training will support the Company's objective of maintaining a high performance workplace, promoting advanced employee job skills, and improving patient care experience. Training will keep new and incumbent employees up-to-date with the latest evidence-based best practices to ensure safe care of its patient population.

ETP funding will augment current training processes and allow the Company to train unskilled or semiskilled new hires and prepare them for a career in healthcare with latter career opportunities to move from entry level healthcare to License Vocational Nurses (LVN) or Registered Nurses (RN) in coordination with local area Community College programs. Training will include all foundational training and advanced training in both Clinical and Didactic Medical Skills, as well and administrative, patient care and medical record documentation.

This proposal will create, extend, and deepen the skills of 155 medical professionals. APH plans to develop over 20 Certified Nurse Assistants (CNA) into License Vocational Nurses (LVN). The company is committed to provide opportunities to build employees from entry level positons to promotional opportunities. The Company has implemented a 5-star system to develop employees with critical medical skills and certification. This will be Windsor Gardens Healthcare first ETP Contract.

### **Retrainee - Job Creation**

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage.

The Company will hire 46 new employees (Job Number 2) and 7 new Veteran employees (Job Number 3). APH has experienced an unprecedented influx of patients mainly due to the growing geriatric patient number which has grown on average 125% and the number of facilities has not increased with demand. These new employees are needed to support the company's expanding patient care and new shifts added. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract

### **Training Plan**

Training will be delivered via C-lass/Lab and E-Learning in the following:

**Business Skills:** Training will be offered to CNA/LVN, RN, Respiratory & Occupational Therapists and Dieticians and include Billing Process, Communication and Client Relations.

**Computer Skills:** Training will be offered to all occupations on computer skills relevant to their job classification and need requirements on the point click care protocol (PCC). This will include Electronic Medical Records, Patient Services Billing Software, and Bedside Tablet Protocol.

**Continuous Improvement:** Training will be offered to all occupations and include Interdepartmental Collaboration, Resident Centre Care, Problem Analysis/Problem Solving and Incident/Accident Management.

**Medical Skills:** Didactic training will be offered to RN, CNA and LVN occupations to ensure quality healthcare services to patients. Clinical with Preceptor training will be hands-on instruction to ensure quality medical care and maximize competency, patient satisfaction and safety.

## **Special Employment Training**

Under SET, the participating employer is not required to demonstrate out-of-state competition. To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention period.

### ➤ **Wage and Retention Modifications**

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$41.20 to \$30.90). The Company requests this modification (Job Number 1).

### **Commitment to Training**

Windsor Gardens Healthcare annual budget is \$245,000 and includes all foundational and advanced training in both Clinical and Didactic medical skills, as well as administrative, patient care and medical record documentation. The Company's commitment to training will help fill the needs of post-acute, rehab, skilled nursing and geriatric patients in Orange county where the demand for care far outweighs the capacity to meet the community's needs. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

### ➤ **Training Infrastructure**

The Training Administrator will oversee all aspects of the training project with the support from the HR Manager. Training will begin upon Panel approval and will be delivered by in-house trainers and vendors as needed. An administrative subcontractor has been retained to assist with administration and ensure that all training records meet ETP compliance

### **Alternate Recordkeeping**

Staff has reviewed and approved the Company's request to use an alternate recordkeeping method.

### **DEVELOPMENT SERVICES**

Synergy Management Consultants, LLC in Grass Valley assisted with development of this proposal for a flat fee of \$14,500.

### **ADMINISTRATIVE SERVICES**

Synergy Management Consultants, LLC will also perform administrative services for a fee of 6% of the funding amount being requested, not to exceed 13% of payment earned.

### **TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Business Skills**

- Communication
- Coaching for Frontline Team Leads
- Client Relations
- Employee Engagement
- Billing Process
- Appointment Scheduling

#### **Computer Skills**

- Electronic Medical Records Application Skills
- Patient Services Billing Software
- PCC Electronic Tablet for Bedside Charting
- PCC Electronic medical records CRM
- PCC Clinical key perf indicators
- Tablets Use for Patient Records

#### **Continuous Improvement Skills**

- Customer Service
- Director of Nursing Protocol
- Problem Analysis and Problem Solving
- Clinical Services System Management
- Interdepartmental Collaboration
- Interdisciplinary Team
- Incident/Accident Management
- Resident Centered Care
- Mobility Skills
- Medical Records
- Continuous Quality Improvement Workshop
- Culturally Appropriate Care
- Team Building
- Working with Teams
- Five-Star Rating System

#### **Medical Skills (Didactic)**

- Administration of Antimicrobial Agent
- Annual Skills Update
- Infection Control
- Basic Life Support
- Body Mechanics
- Patient Transfer Techniques
- Equipment Skills (including pumps, vital monitoring devices, support systems, therapeutic modalities)
- Advanced Cardiac Life Support

- Change of Condition Management
- Interdisciplinary Team Process
- Pain Management (Acute and Chronic)
- Intravenous Therapy
- Enteral Feeding Tube Management
- Respiratory Care
- Restorative Nursing
- Wound Management
- Advanced Assessment Skills
- Diabetic Management
- Urinary Management (foley catheter, input/output)
- Resident and Family Education
- Medication Administration Management
- Restraint and Restraint Reduction
- Behavior Management
- Psychotropic Medication Management
- Patient Assessment & Care
- Physical, Occupational, Speech Therapy
- End of Life Care
- Patient Fall Prevention
- Dementia/Alzheimer's
- Neurovascular System
- Residents with Special Needs
- Gastrointestinal System
- Laboratory
- Lab Electrolyte Imbalance
- Cardiac Conditions
- Neurological Conditions
- Resident Emergency Response
- Skeletal/Orthopedic Conditions
- Incontinence Management (colostomy care, urinary catheter care)
- Covid Protocols

**Medical Skills (Preceptor)**

- Medication Management
- Advanced Assessment Skills
- Advanced Clinical Skills
- Infection Control
- Patient Safety
- Clinical Skills Review
- Clinical Certification Skills
- Patient Assessment and Care
- Intravenous Therapy
- Enteral Management
- Feeding Tube, Insert, Remove
- Feed Tube Site Care
- Dementia Care
- Respiratory Care

- Hemovac/Pnuemovac
- Dementia/Alzheimer's
- Managing Patients with Neurovascular Conditions
- Rehabilitation Services
- Residents with Special Needs
- Gastrointestinal Conditions
- Cardiac Conditions
- Skeletal/Orthopedic Conditions
- Incontinence Management (colostomy care)
- Functional Mobility and Ambulation
- Bowel and Bladder Training of Patients
- Identification of Skin Impairments and Prevention
- Identification of Patient Change in Condition
- Monitoring of Cardiovascular Changes (vital signs, endurance, level of consciousness)
- Breathing Patterns and Respiratory Function
- Pain Management
- Positioning of Patients for Correct Body Alignment
- Monitor Blood Pressure of Patients
- Activities of Daily Living
- Conduct Range of Motion Exercises with Patient
- Patient Care of Foot and Hand
- Infection Control
- Charting
- Colostomy Care
- Hazardous Waste Handling
- Isolation Techniques
- Safe Patient Handling
- Equipment/Modalities
- Therapeutic Safety
- Proper Use of Exercise Equipment
- Therapeutic Activities
- Therapeutic Exercises
- Assistive Devices

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

We understand the Windsor Healthcare and Wellness Center is requesting ETP funding. The proposed training plan for the specified members has our support.

CNA (22), LVN (60), RN (27)

## Exhibit E

The Union with respective Local(s) has received a Notice of Intent to train Collective Bargaining agreement represented workers. In accordance with ETP regulation 4404, the Notice of Intent contained the information regarding the proposed training, the impacted employee population, the labor organization opportunity to participate in the agreement's development, and the effective date of the application.

By way of this letter of support, the undersigned, as an authorized labor representative of the covered union workers during the period of training described above concurs with the proposal, inclusive of the specified training and the covered members in the training plan reviewed. Any restrictions to the support provided which are outside of the specifics of the training plan approved by the Panel are between the Contractor and the Union as a condition of continued support.

Sincerely,

*Miguel Benitez*

**Miguel Benitez**

**Region 2 Director, SEIU Local 2015**

195 N Arrowhead Ave. San Bernardino, CA 92408

O: (909) 327-2607 | Cell: (213) 309-5153







**Training Proposal for:**

**Bath Makeover by Shugarman's, Inc. dba Shugarman's Bath**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET23-0287**

**Approval Date:**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** San Diego

**Analyst:** J. Lima

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate SB <100 SET	Industry Sector(s):	Construction (C)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	San Diego	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 45	U.S.: 50	Worldwide: 50	
<u>Turnover Rate:</u>	50%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

<b>In-Kind Contribution</b>
\$75,670

<b>Total ETP Funding</b>
\$8,280

<b>Small Business Only:</b>	Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No  Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>Turnover Rate Waiver Justification</b>	<input checked="" type="checkbox"/> Training will reduce turnover <input type="checkbox"/> One-time reduction in force <input checked="" type="checkbox"/> Industry sector with high turnover
<b>Occupations to be Trained:</b>	Installers

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority SB<100 SET	Business Skills Comm Skills PL-Comm. Skills	8	8-200	0	\$1,035	\$30.90
				Weighted Avg: 45			

\*Post-Retention Wage is the Contractual Wage

**Minimum Wage by County:** Job Number 1 (SET/Priority Industry): \$30.90 per hour for San Diego County.

**Health Benefits: Used to meet the Post-Retention Wage?:**  Yes  No

Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Number 1.

**Commissions & Bonuses (Non-Retail) (service Tech/Install):**  
If necessary, up to \$6.40 per hour in bonuses and commissions may be used to meet the minimum wage by County. This amount has been verified through the Company's bonus compensation commission for 10% of every install that puts hourly wages high above ETP minimum wage.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Installers	\$22.00-\$50.00	8

**OVERVIEW**

<b>Year Company Founded:</b>	2019	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location San Diego, CA
<b>Facility location(s) where training will occur</b>	<ul style="list-style-type: none"> <li>San Diego, CA</li> </ul>	

<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>• Founded in 2019, Bath Makeover By Shugarman's, Inc. dba Shugarman's Bath (Shugarman's) (<a href="https://shugarmansbath.com/">https://shugarmansbath.com/</a>) specializes in bath remodels, and bathtub and shower replacements specifically.</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>• Shugarman's customers primarily include residential clients in need of bathroom remodels.</li> </ul>

<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>• Shugarman's has been rapidly expanding due to increased demand for its services. Two years ago, the Company was completing one to five bathroom remodels each month. Now, the Company is completing 70-80 installs each month.</li> <li>• As result, the Company is looking to expand from servicing beyond San Diego County and into the Southern California region. Therefore, there is a need to increase the skills of its current workforce in order to increase production to meet customer demand.</li> <li>• The Company is also looking to reduce lead times by streamlining internal efficiencies through training.</li> <li>• Finally, the Company is offering current employees increased opportunities for training necessary for upward mobility within the Company.</li> </ul>
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**Training Plan:**

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>• As the Company expands into other service areas, there is a continuing need to upskill workers. As such, installers will receive both business skills and commercial skills training.</li> <li>• To reduce lead times, the Company will also utilize lean training.</li> <li>• Finally, the Company is offering current employees the opportunities to receive training necessary to earn their C-36 Plumbing Licenses.</li> </ul>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab     
  E-Learning     
  CBT     
  Productive Lab  
 MS Preceptor     
  MS Didactic

<b>Business Skills</b>	<b>Commercial Skills</b>
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<b>Productive Laboratory</b>	<b>Justification:</b> <input type="checkbox"/> New Equipment
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	<input checked="" type="checkbox"/> New Production Procedures <input type="checkbox"/> Certification Standards <hr/> <b>45 PL Hours per-trainee</b> <hr/> <b>Occupations Receiving PL Training:</b> Installers
The PL instructor must be dedicated to training, at a ratio of 1:1 or 1:2.	
<b>Ratio Higher than 1:1</b>	Some production and/or production processes require a team of two workers.  Raw skills can be trained in a classroom/simulated laboratory setting. However, application of these raw skills relies heavily on exposure to a substantial variety of live settings in order to guarantee that trainees will be able to successfully transfer the skills independently post-training and deliver quality work for the customer. As acquisition of these specialized skills cannot simply be acquired through classroom training, the Company respectfully requests up to 45 hours of productive lab training.
<b>Why are 45 PL hours needed per-trainee?</b>	The Company as a whole will be providing roughly 250 hours of productive lab training for its employees and is only requesting about 18% for a total of 45 hours to be included within ETP funding as a supplement, not a bulk of the training investment in regards to productive lab hours.
<b>Describe how the trainer will be exclusively dedicated to PL training during all documented hours.</b>	The vast majority of jobs in the construction industry take place on construction sites under the supervision of a foreman, as opposed to a homeowner. Shugarman's jobs take place in residences, where staff perform multiple trades (plumbing, carpentry, drywall, demolition, etc.) in the presence of a customer. The reason it pays industry-leading wages for its bathroom installers is because the Company puts equal weight on the customer service side in addition to the construction side. Shugarman's is as much a customer service company as it is a construction company. The staff hired generally have some knowledge in construction, but are lacking in customer service skills.  In order for the trainee to understand and truly learn, the trainer has to stop job progress and break down for the trainee why they handled each customer situation as they did. Trainees must learn to be experts in construction and customer service to gain access to substantially higher pay.  Beyond the customer service side, every home is different. The trade is highly dynamic. The only way to develop the situational awareness, and a sense of how to make good decisions in the face of such unpredictable circumstances, is to be there, seeing it, and hearing the professional (trainer) taking the time to stop, explain the challenge,

	<p>explain the potential solutions, and explain why one approach was chosen over the other. Rarely is there just one best path. Multiple options are typically available – each with their own tradeoffs and the only way to really learn how to make good decisions is to be there experiencing the challenges, in real time with the trainer, and to have the trainer stop, explain and also answer any questions that the trainees will invariably have.</p>
<p><b>Will additional trainers be hired in the field to backfill during training if the trainer is normally a production worker? If not, how will this slow down the company’s timeframe with slowing down work to train?</b></p>	<p>This type of training does cause a substantial slowdown of the job at hand. This slowdown is essential, however, in order for the trainee to learn the specialized skills required to perform the type of work. The Company sees the slowdown as an investment, and one that is worthwhile in the long run. It does not anticipate additional trainers being required, but if so, it will hire or promote from within to backfill the role.</p>

**Alternate Recordkeeping**

Staff has reviewed and approved the Company’s request to use an alternate recordkeeping method.

**Training Infrastructure & Administrative Plan**

<ul style="list-style-type: none"> <li>• <b>Project Oversight:</b></li> </ul> <p>This project will be overseen by the Owner with administrative support from supervisors/managers. Training will be delivered by in-house experts who are C-36-licensed plumbers. Training will begin immediately upon project approval.</p>
<ul style="list-style-type: none"> <li>• <b>Trainers:</b></li> </ul> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Commercial Skills, PL-Commercial Skills.</li> <li><input checked="" type="checkbox"/> Vendor – Types of Training by vendor: TBD as necessary.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Administration:</b></li> </ul> <p>The Company’s Owner, General Manager, Bookkeeper, and Office Administrator will help in the administration of this project.</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house</li> <li><input type="checkbox"/> Subcontractor</li> </ul>

**SUBCONTRACTORS**

<b>Subcontractor Type</b>	<b>Subcontractor Name</b>	<b>City</b>	<b>Cost / %</b>
Development	N/A	N/A	N/A
Administrative	N/A	N/A	N/A
Training Vendors	TBD	TBD	TBD

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Business Skills**

- Active Listening
- Communication Skills
- Conflict Management
- Customer Service
- Identifying Customer Needs
- Employee Responsibility
- Interpersonal Skills
- Leadership Skills
- Product Knowledge
- Project Management

#### **Commercial Skills**

- Tub and Shower Installation
- Demolition
- Job Site Preparation
- Home Protection
- Rough Plumbing
- Finish Plumbing
- Rough Carpentry
- Finish Carpentry
- Drywall Cutting, Installation, Repair and Finishing
- Confined Space Work Requirements
- Equipment Maintenance/Repair
- Safety and Awareness
- Water Shut Off & Water Pressure Check
- Clean Up
- Customer Clean Out

### **Productive Lab (Trainer-to-Trainee Ratio 1:1 or 1:2)**

Trainees may receive any of the following:

#### **Commercial Skills**

- Tub and Shower Installation
- Demolition
- Job Site Preparation
- Home Protection
- Rough Plumbing
- Finish Plumbing
- Rough Carpentry

- Finish Carpentry
- Drywall Cutting, Installation, Repair and Finishing
- Confined Space Work Requirements
- Equipment Maintenance/Repair
- Safety and Awareness
- Water Shut Off & Water Pressure Check
- Clean Up
- Customer Clean Out



Retrainee-Job Creation  
**Training Proposal for:**  
**Orange Coast Title Company**  
**Contract Number: ET23-0319**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** San Diego

**Analyst:** J. Lima

**PROJECT PROFILE**

Contract Attributes:	HUA Job Creation Initiative Retrainee	Industry Sector(s):	Services (G)  Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Statewide	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 650	U.S.: 1,033	Worldwide: 1033
<u>Turnover Rate:</u>	4%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$181,920

<b>Total ETP Funding</b>
\$176,115

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee	Business Skills Commercial Skills Computer Skills	253	8-200	0	\$600	\$22.66
				Weighted Avg: 30			
2	Retrainee Job Creation	Business Skills Commercial Skills Computer Skills	15	8-200	0	\$621	\$18.54
				Weighted Avg: 27			
3	Retrainee HUA	Business Skills Commercial Skills Computer Skills	25	8-200	0	\$600	\$17.00
				Weighted Avg: 30			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County: Job Number 1:** \$24.72 per hour (Alameda, Marin, San Mateo, Santa Clara, and San Francisco Counties); \$23.59 per hour (Contra Costa County); \$22.66 per hour (all other counties)  
**Job Number 2 (Job Creation):** \$20.60 per hour (Alameda, Marin, San Mateo, Santa Clara, and San Francisco Counties); \$19.66 per hour (Contra Costa County); \$18.78 per hour (Los Angeles County); \$18.54 per hour (all other counties)  
**Job Number 3 (HUA):** \$17.00 per hour (Imperial, Los Angeles, Fresno, Madera, San Bernardino Counties)  
**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.  
**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe  
 Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Number 1 and 2.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Accounting Staff	\$20.16 - \$25.00	15
	\$25.01 - \$35.00	5
Administration Staff	\$20.16 - \$25.00	13
	\$25.01 - \$40.00	5
Customer Service Staff	\$20.16 - \$25.00	8
	\$25.01 - \$32.00	4
Escrow Staff	\$20.16 - \$25.00	38
	\$25.01 - \$45.00	20
Examiners	\$20.16 - \$25.00	10
IT Staff	\$25.01 - \$50.00	10

Lien Staff	\$20.16 - \$25.00	10
Messengers	\$20.16 - \$25.00	5
Open Orders Staff	\$20.16 - \$25.00	6
Payoff Staff	\$20.16 - \$25.00	5
Sales Staff	\$25.01 - \$50.00	25
Team Leads	\$25.01 - \$50.00	16
Title Staff	\$20.16 - \$25.00	45
	\$25.01 - \$35.00	10
Typist	\$20.16 - \$25.00	3
<b>Job Number 2</b>		
Administration Staff	\$17.00 - \$20.00	2
Customer Service Staff	\$17.00 - \$20.00	3
Escrow Staff	\$17.00 - \$20.00	5
Sales Staff	\$25.00 - \$50.00	5
<b>Job Number 3</b>		
Customer Service Staff	\$17.00 - \$20.00	4
Escrow Staff	\$17.00 - \$20.00	8
Messengers	\$17.00 - \$20.00	2
Payoff Staff	\$17.00 - \$20.00	2
Team Leads	\$20.00 - \$25.00	4
Title Staff	\$17.00 - \$20.00	5

## **INTRODUCTION**

Founded in 1974, Orange Coast Title Company (OCTC) ([www.octitle.com](http://www.octitle.com)) provides underwriter and multiple support services to the real estate, lending, building and housing industries. Headquartered in Santa Ana, OCTC has 11 locations in California across Imperial, Los Angeles, Orange, Riverside, and San Bernardino Counties. This proposal also includes two of OCTC's affiliates:

- Orange Coast Title Company – Northern California (OCT-NC) (*with 16 locations in Alameda, Contra Costa, El Dorado, Fresno, Madera, Placer, Riverside, Sacramento, San Bernardino, San Mateo, and Santa Clara Counties*),
- Orange Coast Title Company – Southern California (OCT-SC) (*with 11 locations in Los Angeles, Orange, Riverside, and San Bernardino Counties*).

The Company's customers are primarily large mortgage lenders such as CashCall, Inc., Mortgage Connect and Allied Title. This will be OCTC's second ETP Contract, and first in the last five years. ETP funds will allow its workforce to develop the skills necessary to address its needs and put the Company in a better position to compete and remain in business in California.

## **Veterans Program**

Although this project does not include a Veterans component, the Company encourages Veterans to apply.

## **Retrainee - Job Creation**

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage.

The Company will hire 15 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. The Company is growing to meet demand and has included a new product line. As such, it will need to hire new staff in order to keep up with its business standards.

## **PROJECT DETAILS**

The Company faces several challenges that drive the need for training. The real estate, lending, building, and housing industries are facing a potential slow down with rising interest rates and home prices. With the housing industry volatile, OCTC is committed to preparing for any shifts by training its employees cross-functionally in many areas of the business so that if the economy shifts and business slows in one division and increases elsewhere, the trainee can be moved to the larger division rather than face termination. As such, this project will focus heavily on cross-training for its existing and newly-hired employees

Along with cross-training, the Company needs to stay current with real estate industry practices and stay compliant with the California Department of Insurance, Consumer Financial Protection Bureau and Real Estate Settlement Procedures Act requirements. These rule changes can equal hundreds of pages of regulations and create huge needs for training in a quick manner to ensure compliance. Any new regulations that are introduced into the industry will result in trainees needing to be continually updated for recurring training to meet the standards of new processes and procedures.

Additionally, OCTC must also meet customer demands, remain competitive, implement standardized processes and procedures across all facilities, and implement new software systems. Due to the nature of the work OCTC does for its clients, when OCTC brings aboard a new client, the OCTC staff must learn that client's software systems and processes. In recent years OCTC has engaged multiple large clients with complex systems and detailed process requirements. To meet these challenges OCTC must train both existing and new employees on their clients' systems

OCTC values its employees who have made the Company what it is today and anticipates to deliver a variety of training for its employees in their areas of expertise as well as in new areas so they can be prepared for working in unfamiliar areas of the business.

## **Training Plan**

Training will be delivered via Class/Lab and E-Learning as follows:

**Business Skills:** This training will be offered to all occupations and will consist of but not be limited to courses such as Adapting to Procedure Changes, Business Development Techniques, Handling Customer Complaints, and Financial Management.

**Commercial Skills:** This training will be offered to all occupations and will consist of but not be limited to courses such as: Account Management, Bank Wires, Cyber Security, Document Management, New Client Set-up and Property Reports.

**Computer Skills:** This training will be offered to all occupations and will consist of but not be limited to courses such as: Archive, Data Trace, Navision, Goldfax, Pacer, and Data Encryption.

### **Alternate Recordkeeping**

Staff has reviewed and approved the Company's request to use an alternate recordkeeping method.

### **Commitment to Training**

OCTC's annual training budget in CA is \$7,500,000. OCTC will continue to provide basic skills training after the ETP project ends.

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

#### ➤ Training Infrastructure

The VP will lead this project with support from the President and Chief Legal Counsel of OCTC. The Accounting VP, Payroll Manager and additional staff will also assist in providing data and collecting rosters throughout the training occurring across the state. A subcontracted third-party will also assist with administration. All training will be delivered by in-house experts and vendors if needed.

### **High Unemployment Area**

Some trainees (Job Number 3) work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%.

Two locations under OCTC are in Imperial and Los Angeles Counties; two locations under its affiliate, OCT-NC, are in Fresno and Madera Counties; and two locations under its affiliate, OCT-SC, in Los Angeles and San Bernardino Counties. The HUAs within these counties consist of the following cities where the aforementioned six facilities are located: El Centro (Imperial County), Sun Valley and Bellflower (Los Angeles County), Fresno (Fresno County), Madera (Madera County), and San Bernardino (San Bernardino County).

#### ➤ Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the pre-retention wages. Approximately 4 Customer Service Staff, 8 Escrow Staff, 2 Messengers, 2 Payoff Staff, 4 Team Leads, and 5 Title Staff will need the wage modification.

### **Impact/Outcome**

OCTC continues to invest in its team members' ongoing education and training, helping them build the skillsets to gain the experience they need to become leaders and valued partners in its customers' success. The Company will internally certify employees in new areas of service during the cross training. Trainees in builder services could be trained in lender services, for example, which is a whole separate set of skills, regulations, etc. but enables trainees to gain more skillsets. IT Staff will be certified in networking systems, such as Microsoft, Cloud, and Linux.

**DEVELOPMENT SERVICES**

The Company retained Propel Consulting Group in El Dorado Hills, CA to assist with development of this proposal for a flat fee of \$15,000.

**ADMINISTRATIVE SERVICES**

The Company retained Propel Consulting Group in El Dorado Hills to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

**TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Business Skills**

- Adapting to Procedure Changes
- Best Practices
- Business Development Techniques
- Coaching
- Corrective Action
- Customer Service
- Effective Communications
- Financial Management
- Handling Customer Complaints
- Internal Accounting Procedures
- Leadership Skills
- Letter/Email Writing
- Motivation
- People Skills
- Process Implementation
- Problem Solving & Decision Making
- Project Management
- Sales Coaching
- Standard & Reporting Requirements
- Team Building

#### **Commercial Skills**

- Account Management
- Bank Wires
- Check Processing
- Cyber Security
- Document Management
- Easements, Liens, Insurance, Covenants
- Escheatment Procedures
- Escrow & Title Accounting Procedures
- Examination Techniques
- Information Security
- Internal Compliance Audits
- Loss Control Systems
- New Client Set-up
- Note and Trust Deed Processing
- Open Order Processes
- Property Reports
- Recording Procedures
- Revise/Close Invoice Orders
- Title & Escrow Services

- Title Policy Products
- Transaction & Work Process
- Transaction Review Processes
- Underwriting Processes

**Computer Skills**

- All-Net
- Archive
- Computer Programming
- County Website
- Court Website
- Data Encryption
- Data Trace
- Data Tree
- Digital Reel
- Exchange-Traded Funds (ETF) Software
- Goldfax
- Internal Accounting Software
- Internal Phone/Network Systems
- MS Office (Intermediate/Advanced)
- Navision
- Networking
- New Client Software Systems
- OCT Internal Websites
- Online Citizens
- Pacer
- Ryno Live
- Simplafire
- SoftPro
- Summit Systems
- Title Advantage
- Title Point
- Titleworks
- Tracker
- Windows Server



Retrainee-Job Creation

**Training Proposal for:**

**SeaSpine, Inc.**

**Contract Number: ET23-0361**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** San Diego

**Analyst:** P. Duarte

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative Veterans	Industry Sector(s):	Manufacturing (E)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange, San Diego	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 480	U.S.:527	Worldwide: 527
<u>Turnover Rate:</u>	2%		
<u>Managers/Supervisors:</u> (% of total trainees)	8%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$502,000

<b>Total ETP Funding</b>
\$489,118

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Impr., Mfg. Skills, PL-Mfg. Skills	341	8-200	0-14	\$1,127	\$22.66
				Weighted Avg: 49			
2	Retrainee Priority Rate Job Creation Initiative	Business Skills, Computer Skills, Cont. Impr., Mfg. Skills, PL-Mfg. Skills	78	8-200	0-14	\$1,127	\$18.54
				Weighted Avg: 49			
3	Retrainee Priority Rate Veterans Job Creation	Business Skills, Computer Skills, Cont. Impr.,	15	8-200	0-14	\$1,127	\$25.25
				Weighted Avg: 49			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** Job Number 1: \$22.66 per hour in Orange & San Diego counties  
 Job Number 2 (Job Creation): \$18.54 per hour in Orange & San Diego counties  
 Job Number 3 (Veterans/Job Creation): \$18.54 per hour in San Diego and Orange counties

**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.

**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe

Up to \$2.49 per hour may be used to meet the Post-Retention Wage in Job Number 1; and up to \$1.79 per hour in Job Number 2.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Administrative Staff	\$20.17 - \$24.98	25
Customer Service	\$20.25 - \$24.66	20
Engineering Staff	\$32.67 - \$42.45	55
Manufacturing Staff	\$20.18 - \$24.92	85
Lab Technicians	\$25.91 - \$31.76	65
Managers/Supervisors	\$27.36 - \$42.17	30
Quality Control Staff	\$25.18 - \$36.19	30
Specialist Staff	\$25.23 - \$30.82	31
<b>Job Number 2</b>		
Administrative Staff	\$16.75 - \$20.00	2
	\$20.01 - \$25.00	3

Customer Service	\$20.02 - \$24.81	10
Engineering Staff	\$31.72 - \$41.43	10
Manufacturing Staff	\$20.03 - \$24.86	23
Lab Technicians	\$25.40 - \$30.84	15
Managers/Supervisors	\$29.94 - \$40.81	5
Quality Control Staff	\$25.15 - \$35.82	5
Specialist Staff	\$25.09 - \$30.78	5
<b>Job Number 3</b>		
Engineering Staff	\$32.68 - \$43.67	4
Lab Technicians	\$26.02 - \$31.79	4
Quality Control Staff	\$25.25 - \$36.78	3
Specialist Staff	\$25.87 - \$31.09	4

## **INTRODUCTION**

Founded in 2015, and headquartered in Carlsbad, SeaSpine, Inc. (SeaSpine) ([www.seaspine.com](http://www.seaspine.com)) is a medical technology company that designs, develops, and commercializes surgical solutions for the treatment of patients suffering from spinal disorders. The Company offers orthobiologics and spinal implant solutions for neurosurgeons and orthopedic spine surgeons to perform fusion procedures on the lumbar, thoracic and cervical spine.

Some of SeaSpine's top-selling products include tube and passage retractors, a stainless steel spinal system, a spinous process fixation system, a steerable interbody system, a complete cervical Intervertebral Body Fusion Device system, a mariner pedicle screw system, a spine pure strip, demineralized bone matrix and fiber, and total bone matrix. The company's customers include hospitals and ambulatory surgery centers. Products are sold to distributors in North America, Europe, Asia Pacific, and Latin America. Training will take place at the Company's two California locations, Carlsbad and Irvine. This is Seaspine's first ETP Contract.

## **Veterans Program**

SeaSpine is currently actively recruiting Veterans and plans on hiring 15 Veterans under this project. The Company is committed to veteran inclusion and uses various websites to advertise jobs for Veterans and gives them priority and careful consideration based on their diverse and in-depth service experience.

## **PROJECT DETAILS**

Over the past three years, the Company faced an influx in demand for services due to the impact COVID 19 Pandemic had on the medical industry. To fulfill this demand, Manufacturing and Business Skills training will focus on new manufacturing and medical procedures.

Additionally, SeaSpine plans to expand into the minimally invasive spine surgery market and has recently released a 7D Flash Navigation System to further its efforts in capturing market share. In order to better meet the needs of the market, the Company must train staff in current procedures and practices. Training will also support SeaSpine's efforts to develop the next generation of technology that will initiate new efficient and cost-effective spinal treatments.

## **Retrainee - Job Creation**

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage.

Due to increased product and services demand and establishing a new product line, the Company will hire 78 new employees (Job Number 2) and 15 new veteran employees (Job Number 3). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

## **Training Plan**

Training will be delivered via C-lass/Lab, E-Learning, Computer-Based Training and Productive Lab in the following:

**Business Skills:** Training will be offered to all occupations and will focus on product knowledge, process improvement, Strategic Business Operations and communication skills.

**Computer Skills:** This training will be offered to all occupations covering various software and programs specific to department functions. Trainees training includes: 7D Technology, Computer Aided Design, Laboratory Applications and will also learn Microsoft Office (Intermediate/Advanced) so trainees can use it at its full potential.

**Continuous Improvement:** Training will be provided to all occupations to enhance process efficiencies and teamwork. Training will include Leadership Skills, Project Management Skills, Total Quality Management and Document Control.

**Manufacturing Skills:** Training will be offered to new and current Manufacturing Staff and Lab Technicians in Advance Failure Analysis Procedures, Component Fabricating, Lumbar Facet Fusion Equipment and Quality Control. Training will improve plant efficiencies, increase productivity, product quality and reduce waste.

## **Computer-Based Training (CBT)**

CBT will be provided to supplement class/lab which is a more convenient means of delivering basic training and trainees will receive between 0-14 hours of CBT.

## **Productive Laboratory**

Trainees may produce goods for profit as part of the PL training in the courses identified under the Curriculum. The instructor must be dedicated to training delivery during all hours of training. Training will be at a 1:3 ratio.

192 Lab Technicians and Manufacturing staff may receive up to 12 hours of PL-Manufacturing Skills. This training is designed to ensure that production employees are proficient in the new machinery, policies and procedures for the company's new and expanded product lines. Training in a production and authentic setting is necessary in order to verify output of finalized products.

## **Alternate Recordkeeping**

Staff has reviewed and approved the Company's request to use an alternate recordkeeping method.

## **Commitment to Training**

SeaSpine has an annual training budgeted of \$158,000 for its California facilities and includes product training, staff development and safety training. ETP-funded training will help the Company to adequately train workers on procedures for new and expanded product lines, while meeting the demand for its products and services. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

### ➤ Training Infrastructure

Training will be administered and overseen by the Company's Training Coordinator along with designated supervisors appointed at each location to report to the training coordinator at the Carlsbad headquarters. The Company also retained the services of a third party administrator who will assist with the administration of this training project which will include tracking and uploading training hours, scheduling training, creating invoices and working with ETP.

ETP training will be delivered by in-house experts (35 Managers/Supervisors) and vendors as needed.

## **DEVELOPMENT SERVICES**

National Training Company, Inc. in Irvine assisted with proposal development for a flat fee of \$15,000.

## **ADMINISTRATIVE SERVICES**

National Training Company, Inc. will also perform administrative services for a fee not to exceed 13% of payment earned.

## **TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Business Skills**

- Business Reports
- Coaching and Mentoring
- Communication Skills
- Customer Service Skills
- Laboratory Operations
- Managing Change
- Organizational Skills
- Performance Management Skills
- Planning & Time Management
- Problem Solving
- Process Improvement
- Product Knowledge
- Project Management
- Strategic Business Operations
- System Demonstration Procedures
- Teambuilding Skills
- Technical Writing
- Technological Knowledge

#### **Computer Skills**

- 7D Technology Software Training
- Computer Aided Design
- Computer Security
- Computer-Assisted Engineering
- Computerized Inventory
- Electronic Medical Records Application Skills
- Imaging Applications
- Invoice Software
- Laboratory Applications
- Microsoft Office (Intermediate/Advanced)
- Report Generating Software

#### **Continuous Improvement Skills**

- Documentation Control
- Change Management Skills
- Client Education
- Conflict Management
- Decision-Making Skills
- Leadership Skills
- Leading Teams
- Risk Analysis

- Standard Operating Procedures
- Total Quality Management

### **Manufacturing Skills**

- 7D FLASH Navigation System
- Advanced Failure Analysis Procedures
- Assembly Skills
- Component Fabrication
- Design Standards & Processes
- Device Identification Procedures
- Enabling Technology Offerings
- Equipment Maintenance
- Facility Standards
- Flash Navigation Equipment
- Image-guided Navigation
- Inspection Techniques
- Inventory Management
- Laboratory Operations
- Lumbar Facet Fusion Equipment
- Minimally Invasive Surgery
- Nanometalene
- Neurosurgeon Operating Procedures
- Orthobiologic Sciences
- Orthobiologics Processes
- Product Installation
- Quality Control
- Reef Topography
- Schematics
- Screw Placement Equipment
- Spinal Disorder Treatments
- Spinal Implant Equipment
- Spine Fusion Methods
- Standard Operating Procedures
- Surgical Navigation Installation
- Surgical Procedures

### **Productive Lab (Trainer-to-Trainee Ratio 1:3)**

Trainees may receive any of the following:

### **Manufacturing Skills**

- Flash Navigation Equipment
- Lumbar Facet Fusion Equipment
- Minimally Invasive Surgery Equipment
- Orthobiologic Component Assembly
- Screw Placement Equipment
- Spinal Implant Equipment
- Surgical Navigation Products

## **Computer-Based Training**

Trainees may receive any of the following:

### **Business Skills**

- Advanced Inspection Methods (4.12 hr)
- Advanced Orthobiologic Sciences (2.14 hr)
- Bid and Proposal Training (1 hr)
- Business Continuity (0.35 hr)
- Development Test Planning (0.75 hr)
- Documentation Methods (1.77 hr)
- Effective Business Partnerships (0.85 hr)
- Imaging for Surgical Implants (0.95 hr)
- Inventory Control Sheets (0.55 hr)
- Leadership Development Plans (0.54 hr)
- Living in a COVID-19 World (0.33 hr)
- Patient Information Security (0.55 hr)



Retrainee-Job Creation  
**Training Proposal for:**  
**10X Genomics, Inc.**

**Contract Number: ET23-0376**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** San Francisco Bay Area

**Analyst:** S. Wang

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative	Industry Sector(s):	Manufacturing (E) Professional, Scientific Technology (54)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Alameda	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 743	U.S.: 743	Worldwide: 1,233
<u>Turnover Rate:</u>	18%		
<u>Managers/Supervisors:</u> (% of total trainees)	14%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$1,980,000

<b>Total ETP Funding</b>
\$483,000

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Mgmt. Skills	600	8-200	0	\$690	\$55.00
				Weighted Avg: 30			
2	Job Creation Initiative Retrainee Priority Rate	Business Skills, Mgmt. Skills	100	8-200	0	\$690	\$70.00
				Weighted Avg: 30			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County: Job Number 1:** \$24.72 per hour for Alameda County.  
**Job Number 2 (Job Creation):** \$20.60 per hour for Alameda County.

**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.

**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe

Although employer provides health benefits, they are not being used to meet Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1: Retrainees</b>		
Administrative Staff	\$55.00 - \$80.00	25
Managers / Supervisors	\$75.00 - \$150.00	100
Professionals and Technical Staff	\$75.00 - \$150.00	475
<b>Job Number 2: Job Creation</b>		
Professionals and Technical Staff	\$70.00 - \$140.00	100

**INTRODUCTION**

Founded in 2012 and headquartered in Pleasanton, 10X Genomics, Inc. (10X) (<https://www.10xgenomics.com/>) is a biotechnology company that designs and manufactures innovative products and solutions to help its customers master the complexity of gene activities used in scientific researches. Some of the Company's products and solutions include Chromium Controller, Chromium Connect, Chromium X Series instruments, Visium CytAssist instrument, and the Company's proprietary microfluidic chips, slides, and reagents. 10X bundles its software with these products to guide customers through the workflow from sample preparation through analysis and visualization. Training will be delivered at its headquarters in Pleasanton.

This will be 10X's first ETP-funded proposal. The Company's customer base includes medical centers, researchers, colleges, and hospitals throughout the world.

## Veterans Program

Even though 10X does not plan to include a separate Veteran's Job Number, the Company actively recruits and encourages veterans to apply for its employment opportunities.

## PROJECT DETAILS

ETP-funded training will focus on the Company's strategic plan to help scale business, while being cross-functional and commercially oriented. As 10X continues to expand due to the shift from R&D to manufacturing, staff will be required to have ongoing interactions with customers and other external decision makers. Training will equip staff with critical business process knowledge, financial skills, and cross-functional leadership capabilities needed to sustain 10X's new growth.

### Retrainee - Job Creation

In this proposal, the Company will hire 100 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage.

Due to business-capacity growth, 10X has shifted from a primarily research and development (R&D) company to now manufacturing a number of marketed products and solutions to deliver to its customers. Due to this shift, 10X will need more staff to be able to meet customer demand.

### Training Plan

Training will be conducted via Class/Lab and E-Learning delivery methods in the following:

**Business Skills:** This training will be offered to all occupations in courses such as Agile & Design Thinking, Business Acumen, Project Management, and Strategic Planning to ensure staff are up to date with the business processes.

**Management Skills:** This training will be offered to Managers and Supervisors in courses such as Coaching, Leadership, Team Optimization, and Creating Strategic Vision & Aligning Your Team to ensure capable management of staff.

### Commitment to Training

The Company's annual training budget in California is \$200,000, which includes training in rudimentary job skills, new-hire orientation, entry-level computer skills, business skills, management skills, and anti-harassment training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

#### ➤ Training Infrastructure

10X's Talent Development Manager (dedicated administrator) will oversee the project, and the Company's Talent Development Coordinator will assist in the scheduling of training, collecting training records, and other internal administrative duties. ETP-funded training will be delivered by a combination of internal subject-matter experts and outside training vendors.

**Impact/Outcome**

10X's training plan includes key categories of learning such as Business Acumen, Cross-Functional Acumen, Professional Acumen, and Team Leadership Acumen. With each category of learning, staff will receive certification upon completion of training.

**Electronic Recordkeeping/LMS**

Staff has reviewed and approved the Company's learning-management system.

**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

Hands On, LLC in San Francisco has been retained to provide Business Skills' training for a fee of \$200,000. Other trainers will be identified as they are retained.

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **BUSINESS SKILLS**

- Agile & Design Thinking
- Budget & Resource Management
- Business Acumen
- Business Process & Continuous Improvement
- Operational Excellence
- Clinical Operations
- Drug Discovery & Development 101
- Drug Discovery & Development 201
- Drug Safety
- GxP / Quality in Life Sciences
- Healthcare Compliance
- Healthcare Economics
- Market Access
- Project Management
- Change Management
- Root Cause Analysis / Problem-Solving
- Finance for Non-Finance Managers
- Ideation & Innovation
- Strategic Planning
- Effective Communications
- Presenting Technical Information
- Giving & Receiving Feedback
- Executive Presence
- Conversational Intelligence

#### **MANAGEMENT SKILLS (Managers/Supervisors/Leads Only)**

- Managing Others
- Coaching
- Leading Diverse Teams
- Delegating & Empowering
- Developing Your Team
- Team Optimization
- Leading Projects
- Creating Strategic Vision & Aligning Your Team
- Leadership



Retrainee-Job Creation

Training Proposal for:

**ARC Document Solutions, LLC**

**Contract Number: ET23-0382**

Panel Meeting of: June 9, 2023

ETP Regional Office: San Francisco Bay Area

Analyst: A. Salinas

**PROJECT PROFILE**

Contract Attributes:	Retrainee HUA Job Creation Initiative	Industry Sector(s):	Other (J) Waste Management (56)  Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Contra Costa, Santa Clara, Riverside, Los Angeles, Orange, Stanislaus, Monterey, Alameda, San Bernardino, Placer, Sacramento, San Mateo, San Diego, Marin, San Joaquin, Ventura, Yolo	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 500	U.S.: 2,400	Worldwide: 2,500
Turnover Rate:	2%		
Managers/Supervisors: (% of total trainees)	4%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$563,900

<b>Total ETP Funding</b>
\$445,050

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee	Business Skills, Comm'l. Skills, Computer Skills, Cont. Impr., PL-Comm'l. Skills	315	8-200	0-72	\$920	\$22.66
				Weighted Avg: 46			
2	Retrainee HUA	Business Skills, Comm'l. Skills, Computer Skills, Cont. Impr., PL-Comm'l. Skills	71	8-200	0-72	\$920	\$17.29
				Weighted Avg: 46			
3	Retrainee Job Creation Initiative	Business Skills, Comm'l. Skills, Computer Skills, Cont. Impr., PL-Comm'l. Skills	85	8-200	0-72	\$1,058	\$18.54
				Weighted Avg: 46			

**\*Post-Retention Wage is the Contractual Wage.**

**Minimum Wage by County: Job Number 1 (Retrainee):** \$24.72 per hour for Santa Clara, Marin, Alameda, and San Mateo counties; \$23.59 per hour for Contra Costa County; and \$22.66 per hour for Los Angeles, Orange, Riverside, Monterey, San Bernardino, Placer, Sacramento, San Diego, Ventura and Yolo counties

**Job Number 2 (HUA):** \$17.00 per hour Los Angeles, Stanislaus, San Bernardino, and San Joaquin counties

**Job Number 3 (Job Creation):** \$20.60 per hour for Santa Clara, Alameda, Marin and San Mateo counties; \$19.66 per hour for Contra Costa County; \$18.78 per hour for Los Angeles County; and, \$18.54 per hour for Orange, Riverside, Stanislaus, Monterey, San Bernardino, Placer, Sacramento, San Diego, San Joaquin, Ventura and Yolo counties

**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.

**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe

Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Numbers 1 and 3

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1: Retrainee</b>		
Account Management Staff	\$36.21 - \$38.32	20
Administrative Staff	\$22.59 - \$25.00	10
	\$25.01 - \$41.24	15
Design Staff	\$35.66 - \$39.48	45
Production Staff	\$22.22 - \$25.00	30
	\$25.01 - \$29.73	65
Managers/Supervisors	\$32.86 - \$65.21	20

Information Technology Staff	\$39.84 - \$64.17	60
Project Managers	\$37.14 - \$40.42	25
Support Staff	\$18.10 - \$20.00	5
	\$20.01 - \$25.00	5
	\$25.01 - \$28.95	15
<b>Job Number 2: HUA Retrainee</b>		
Coordinators	\$17.29 - \$20.00	2
	\$20.01 - \$25.00	2
	\$25.01 - \$36.79	1
Design Staff	\$35.66 - \$39.48	5
Digital Printing Staff	\$33.12 - \$39.40	10
Lab Technicians	\$28.53 - \$34.73	20
Production Staff	\$22.22 - \$25.00	10
	\$25.01 - \$29.73	16
Support Staff	\$18.10 - \$20.00	1
	\$20.01 - \$25.00	2
	\$25.01 - \$28.95	2
<b>Job Number 3: Job Creation</b>		
Coordinators	\$17.29 - \$20.00	2
	\$20.01 - \$25.00	1
	\$25.01 - \$36.79	2
Design Staff	\$35.66 - \$39.48	10
Document Technicians	\$28.21 - \$33.23	15
Lab Technicians	\$28.53 - \$34.73	20
Production Staff	\$22.22 - \$25.00	10
	\$25.01 - \$29.73	20
Support Staff	\$18.10 - \$20.00	1
	\$20.01 - \$25.00	2
	\$25.01 - \$28.95	2

## **INTRODUCTION**

Founded in 1988 and headquartered in San Ramon, ARC Document Solutions, LLC (ARC) (<https://www.e-arc.com/>) provides technology services and applications for document management, project services in document production, imaging, graphic installation, office-fleet management, document hyperlinking, 3D-laser scanning, equipment and supplies from a wide variety of manufacturers including printers, paper, toners, and other graphic supplies. ETP training will be delivered at ARC's 46 locations- Campbell, Concord, Corona, Costa Mesa, Glendale, Irvine, Lancaster, Long Beach, Los Angeles, Modesto, Monterey, Murrieta, Oakland, Ontario, Orange, Pasadena, Riverside, Roseville, Sacramento, San Bernardino, San Carlos, San Diego,

San Francisco, San Leandro, San Mateo, San Rafael, San Ramon, Santa Clara, Stockton, Thousand Oaks, Valencia, Ventura, Walnut, and Woodland Hills.

This will be ARC's first ETP Contract. The Company's customer base includes technical printing for architects, engineers, and construction professionals.

### **Veterans Program**

Although ARC has no formal plan to include a Veteran's Job Number, it encourages veterans to apply for positions within the Company by placing ads on social media.

### **PROJECT DETAILS**

ARC is expanding the markets and industries it serves. The Company is seeing an increase in demand for color graphics from its existing customer base across the world. ARC needs to cross-train and prepare employees to meet these needs, as well as the needs of its expanded customer base. Workers will be trained in product creation, product knowledge, and customer service. This training will improve the production capacity and quality of the product. This will allow the Company to reduce operating costs and meet heightened production demands.

### **Retrainee - Job Creation**

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage.

In this proposal, the Company will hire 85 new employees (Job Number 3). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

Due to business-capacity growth, ARC has observed an increase in demand for color graphics within its existing customer base around the world. Hiring new employees and training them in the many different production methods is necessary to help the Company meet its customers' growing needs. ARC is expanding the markets and industries it serves, and it needs more staff to facilitate this change. Job Creation training will also increase its production capacity, efficiency, and product quality.

### **Training Plan**

The following training will be conducted via Class/Lab, E-Learning, Productive Lab (PL), and Computer-Based Training (CBT) delivery methods:

**Business Skills:** This training will be offered to Account Management Staff, Administrative Staff, Coordinators, Project Managers, Support Staff, and Document Technicians in courses such as Business Processes, Equipment Leasing Processes, Digital Documentation, and Optimizing Cost Performance.

**Commercial Skills:** This training will be offered to Lab Technicians, Digital Printing Staff, Design Staff, Document Technicians, and Production Staff in courses such as Digital Imaging Equipment, High Volume Printing, Material Management, and Ledger Coding Techniques.

**Computer Skills:** This training will be offered to Account Management Staff, Administrative Staff, Coordinators, Design Staff, Digital Printing Staff, Managers/Supervisors, Information Technology Staff, Support Staff, and Project Managers in courses such as Cloud-based Applications, Database Administration, Hubspot (CRM), and Inventory Management Software.

**Continuous Improvement:** This training will be offered to all trainees in courses such as Process Mapping, Project Specifications Standards, Source Document Organization, and Supplies Sourcing.

### **Productive Laboratory (PL- Commercial Skills)**

Trainees may produce goods for profit as part of the PL training in the courses identified under the Curriculum. The instructor must be dedicated to training delivery during all hours of training.

Workers must learn how to operate equipment and then create digital and print products. The equipment is too large to bring into a classroom. PL- Commercial Skills is needed to train employees on equipment and procedures that are only available in production locations and customer sites. Trainees will learn how to create large format print products on production projects. A 1:1 trainer-to-trainee ratio is being requested for PL.

Due to the nature of large-format print jobs being difficult to process and manage without hands-on training, 11 hours of PL training per trainee for Support Staff, Design Staff, Production Staff, Digital Printing Staff, Lab Technicians, and Document Technicians is being requested. The Company requests 24% of the weighted average in PL for 164 trainees in Job Numbers 1–3. The spread of services offered by ARC to its customers requires a heavy level of involvement and training to deliver optimal work quality. Training on machines such as PageWide XL Printers, Large Format Printers and Scanners, Large Format Laminators, Leica SD Scanner, and Surveying Equipment help ARC deliver its print and scanning solutions to produce high-quality outputs to meet customer expectations and needs as the demand for its large format products rises within ARC's current customer base.

### **Computer-Based Training (CBT)**

CBT will be provided to supplement Class/Lab and E-Learning, which is a more convenient means of delivering basic training. Trainees will receive between 0–72 hours of CBT.

### **High Unemployment Area**

Some trainees (Job Number 2) work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's locations in Los Angeles, Stanislaus, San Bernardino, and San Joaquin counties are in an HUA.

#### ➤ Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the pre-retention wages.

Approximately seven Coordinators and Support Staff will need the wage modification.

### **Commitment to Training**

ARC's annual training budget in California is \$550,000 and includes basic commercial skills, new-hire orientation, first aid, safety, compliance, and sales training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

ARC's HR Operations Director (dedicated administrator) will have a Training Coordinator who will manage the training program from its headquarters. The Company will use an LMS to track trainee class attendance for ETP training. Training will be delivered by in-house experts who are typically managers and supervisors with two or more years of experience on each specific training topic, and vendors as needed. It has also retained a third-party subcontractor- National Training Company, Inc. (NTC) to assist with ETP administration and systems.

### **Impact/Outcome**

While ARC does not offer any industry certifications, the Company does offer internal certifications to its employees that help improve skills on the job, as is pertinent to unique job classifications.

### **Electronic Recordkeeping/LMS**

ARC will be using the Cornerstone system for this project. The Company has used this system for 3 years, and the Training Coordinator is the LMS' designated system administrator. ETP has reviewed and approved the LMS.

### **DEVELOPMENT SERVICES**

ARC retained NTC in Irvine to assist with development of this proposal for a flat fee of \$15,000.

### **ADMINISTRATIVE SERVICES**

The Company also retained NTC to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

### **TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **BUSINESS SKILLS**

- Business Processes
- Customer Service Skills
- Digital Documentation Management
- Equipment Leasing Processes
- Estimating Procedures
- Global Records Management
- Invoice Protocols
- Management Print Services Operations
- Operational Efficiencies
- Optimizing Cost Performance
- Project Management Skills
- Return & Crediting Processing
- Scanners/Laser Printers Utilization
- Target Account Evaluation Methods
- Team Communication Skills
- Work Order Processing

#### **COMMERCIAL SKILLS**

- ARC Printing Equipment
- Blueprint and Map Equipment
- Cutting Equipment
- Design Standards
- Desktop 3D Scanners
- Digital Imaging Equipment
- Equipment Cross-Training
- Equipment Inspection
- Equipment Maintenance
- High Volume Printing
- Inspection Procedures
- Large Format Scanners/Printers
- Laser Printer Equipment
- Latex Production Printers
- Ledger Coding Techniques
- Material Management
- Multifunction Printers
- Operating Heavy Equipment
- Order Fulfillment Methods
- Packaging Methods
- PageWide Printers
- Printed Document Binding
- Product Shipment

- Production Timetables
- Project Assessment
- Quality Control
- Standard Operating Procedures
- Vinyl Graphic Printing
- Warehouse Organization

### **COMPUTER SKILLS**

- Adobe Suite (Intermediate/Advanced)
- Area Graphic Design Software
- Cloud-Based Applications
- Hubspot (CRM)
- Customer Service Software
- Data Imaging
- Database Administration
- Design Software
- Internet Applications
- Inventory Management Software
- Material Ordering Software
- Intermediate/Advanced Microsoft Office
- Print Management Systems
- Reprographics Accounting Software
- Salesforce
- Scheduling Software
- Shift Scheduling Software

### **CONTINUOUS IMPROVEMENT**

- Problem Resolution
- Process Mapping
- Project Specifications Standards
- Purchase Order Preparation
- Source Document Organization
- Work Standards
- Strategic Planning
- Supplies Management
- Supplies Sourcing
- Teamwork Development

### **Productive Lab (Trainer-to-Trainee Ratio 1:1)**

#### **PL- COMMERCIAL SKILLS**

- Blueprint and Map Equipment
- Cutting Equipment Operations
- Digital Equipment Cross-Training
- Digital Equipment Inspection
- Digital Imaging Equipment
- Large Format Scanners
- Laser Printers
- PageWide Printers

- EFI VuTek 32r+
- Canon Colorado 1650
- Xerox Image Press 1000
- Oce Arizona 6170XTS
- XL Printers
- Large Format Laminators
- Leica SD Scanner
- Scanning Equipment

## **Computer-Based Training**

### **BUSINESS SKILLS**

- Accounting Foundations (2.02 hours)
- Accounting Foundations: Bookkeeping (1.65 hours)
- Active Listening Skills (1.0 hour)
- Brainstorming Tools (1.17 hours)
- Build Your Financial Literacy (1.15 hours)
- Building High-Performance Teams (1.84 hours)
- Business Acumen for Project Managers(1.16 hours)
- Business Analysis Foundations (1.42 hours)
- Business Math (2.24 hours)
- Coaching for Results (1 hours)
- Communicating with Confidence (1.28 hours)
- Communication Foundations (1.28 hours)
- Communication Tips (3.7 hours)
- Complex Negotiation Tips (1.08 hours)
- Computer Aided Drafting (1.9 hours)
- Creative Collaboration (1.43 hours)
- Cross-Selling (1.02 hours)
- Customer Needs Assessment (0.44 hours)
- Customer Service Foundations (1.38 hours)
- Data Fluency (4.32 hours)
- Dealing with Difficult People (1.37 hours)
- Digital Marketing Foundations (2.16 hours)
- Effective Customer Service (1 hour)
- Effective Listening (1.08 hours)
- Efficient Time Management (1.97 hours)
- How to be an Effective Communicator (1.2 hours)
- Introduction to Business Analytics (1.42 hours)
- Introduction to Graphic Design (4.21 hours)
- Inventory Management Foundations (1.33 hours)
- Lean Inventory Management (1.16 hours)
- Lean Six Sigma Foundations (1.17 hours)
- Marketing Foundations: Analytics (1.04 hours)
- Organization & Time Management (1 hour)
- Performance & Quality Improvement (1.54 hours)
- Plans and Specifications (1.9 hours)
- Presentation Skills in the Field (1 hour)

- Print Production: Packaging (1.79 hours)
- Project Management (0.63 hours)
- Project Management Foundations (3.34 hours)
- Project Management Foundations: Risk(1.15 hours)
- Project Management Simplified (1.75 hours)
- Sales Pipeline Management (1.17 hours)
- Sales: Closing a Complex Sale (1.56 hours)
- Understanding Capital Markets (2.62 hours)



**Training Proposal for:**  
**Electronic Interface Company, Inc. dba Applied Engineering**  
**Contract Number: ET23-0358**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** San Francisco Bay Area

**Analyst:** N. Shafqat

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate SB <100	Industry Sector(s):	Manufacturing (E)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Santa Clara	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 88	U.S.: 88	Worldwide: 88
<u>Turnover Rate:</u>	4%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$429,000

<b>Total ETP Funding</b>
\$202,400

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee SB <100 Priority Rate	Business Skills, Mgmt. Skills, Manufacturing Skills, Continuous Impr, Computer Skills	88	8–200	0–11	\$2,300	\$24.72
				Weighted Avg: 100			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** \$24.72 per hour for Santa Clara County.

**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.

**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe

Up to \$2.50 per hour may be used to meet the Post-Retention Wage.

Occupation Titles	Actual Wage Range	Estimated # of Trainees
Operations Staff	\$22.22 - \$25.00	5
	\$25.01 - \$26.00	1
Administrative Staff	\$22.22 - \$25.00	1
	\$25.01 - \$58.00	6
Manufacturing Assemblers	\$22.22 - \$25.00	16
	\$25.01 - \$29.00	10
Buyers and Planners	\$23.00 - \$25.00	2
	\$25.01 - \$60.00	5
Manufacturing Technicians	\$25.00 - \$39.00	13
Engineers	\$30.00 - \$74.00	12
Supervisors and Managers	\$33.00 - \$150.00	15
Sales Staff	\$60.00 - \$92.00	2

**INTRODUCTION**

Found in 1979 and headquartered in San Jose, Electronic Interface Company, Inc. dba Applied Engineering (AE) manufactures custom precision metal products for domestic and international companies in the automotive, semiconductor, chemical, and medical industries. The Company's customization services include testing to support design and production. It also offers information technology consulting, a range of engineering support services, and patent consulting services. Customers include Original Equipment Manufacturers (OEMs) across a wide field of industries. Training will be delivered at its headquarters in San Jose.

This will be AE's fifth ETP Contract, and its first in the last five years. In the Company's prior project, training reinforced a train-the-trainer program and supported AE's high-performance workplace initiatives including the implementation of aerospace-certification standards. Additionally, training focused on the semi-conductor and electro-mechanical box build business to increase competitiveness by improving quality and broadening employee skillsets related to new products and services. In this proposal, training will focus on acquiring skills to improve business in the semi-conductor, solar, robotics and automation, EV batteries, and medical fields. With the

disruptions caused by the COVID-19 pandemic, AE is looking to improve supply-chain processes to ensure the delivery of quality products to all customers. Even though some of the proposed training was included in previous ETP Contracts, trainees will not receive duplicate training.

### **Veterans Program**

Although AE does not have a separate Veteran's Job Number, the Company does plan to reach out to veteran agencies that assist veterans with job replacements where available.

### **PROJECT DETAILS**

AE is undergoing rapid growth in medical-device components, solar products, and silicon flat-panel-repair assemblies to stay competitive within its industry. ETP training will give the Company the opportunity to train a highly skilled workforce that is prepared to support companies working on new green-energy technologies. To offset the growth, the Company plans to train employees on new technologies and job skills.

The ETP training will be highly beneficial to gain the essential skills needed to support AE's growing customer base. ETP funding will allow the Company to expand scope of training beyond specific job-skill training. The Company has plans to train the entire employee base on digital tools and techniques that are now commonly required in the modern manufacturing environment.

### **Training Plan**

Training will be delivered via Classroom/Laboratory/E-Learning, and Computer-Based Training (CBT) delivery methods. In-House subject matter experts and vendors may be utilized to deliver training in the following:

**Business Skills:** this training will be offered to Administrative Staff, Supervisors, and Managers on courses like Sales Negotiation Techniques, Marketing Skills, and Sales Prospecting Process to help staff improve customer service and manage its sales and purchases.

**Continuous Improvement:** this training will be offered to all occupations on 6S and Lean Manufacturing to better implement new processes as a result of recent upgrades in certifications, new tools, and new technology.

**Management Skills:** this training will be offered to Supervisors and Managers on courses like Leadership Training for Supervisors and Managers, Employee Coaching, and Project Budgeting to help develop the leadership skills that the Company will need to increase productivity and meet quality demands.

**Manufacturing Skills:** this training will be offered to Operations Staff, Manufacturing Assemblers, Manufacturing Technicians, Engineers, Supervisors, and Managers on courses like Equipment Testing, Various Equipment Assemblies, and Wiring to help employees maximize the use of new tools and technology to fulfill customer orders and to reach its goal of increasing production capability by 10%.

### **Computer-Based Training (CBT)**

CBT will be provided to supplement Class/Lab or E-Learning which is a more convenient means of delivering basic training. Trainees will receive between 0–11 hours of CBT.

## **Commitment to Training**

AE has an annual training budget of approximately \$40,000 for employee training. This training includes violence in the workplace, cybersecurity, sexual harassment prevention, new employee orientation, and basic computer skills. As a result of the Company's commitment to training, it plans to expand its customer base while bringing in new technologies to fields in which AE has not previously had the opportunity to work within. ETP funds will not displace existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

### ➤ Training Infrastructure

AE's Human Resources Director (dedicated administrator) with the assistance of other management staff will primarily oversee and coordinate the project to schedule and conduct internal training. Training will be delivered by in-house trainers who are subject-matter experts, and the Company will use vendors on a case-by-case basis if needed. A third-party subcontractor-Caltraining, Inc. was retained to assist with ETP administration.

## **Temporary to Permanent Hiring**

The Company will train five Operations Staff under Panel guidelines for the Temporary-to-Permanent program (Job Number 1). The Company has retained these employees on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. The average time for "converting" temporary workers into full-time permanent employment is three months. It is expected that these workers will receive employer-paid share-of-cost for healthcare premiums while on temporary status, and upon hire into full-time permanent employment.

Under Panel guidelines for the Temporary to Permanent program, these trainees must be eligible to participate in ETP-funded training pursuant to Unemployment Insurance Code Section 10201(c). Trainees cannot be enrolled until after they have been hired by the Company into full-time, permanent employment. Until they are hired, retention and post-retention wage requirements cannot be met, and the Company will not receive progress payments.

## **Alternate Recordkeeping**

Staff has reviewed and approved the Company's request to use an alternate recordkeeping method.

## **DEVELOPMENT SERVICES**

AE retained Caltraining, Inc. in Upland to assist with development of this proposal for a flat fee of \$5,000.

## **ADMINISTRATIVE SERVICES**

AE also retained Caltraining, Inc. to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

## **TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **BUSINESS SKILLS**

- Business Email, Presentation Communications
- Sales Negotiation Techniques
- Marketing Skills
- Sales Prospecting Process

#### **CONTINUOUS IMPROVEMENT**

- 6S
- Lean Manufacturing

#### **MANAGEMENT SKILLS**

- Employee Communications
- Leadership Training for Supervisors and Managers
- Employee Coaching
- Creative Presentation
- Data Processing for Distribution
- Project Budgeting

#### **MANUFACTURING SKILLS**

- Equipment Testing
- Various Equipment Assemblies
- Wiring
- Precision Coil Winding
- Electro-Mechanical Assembly
- Supply Chain Management
- Supplier Quality Assessment
- Supplier Sourcing Process
- Electrical Safety
- Pneumatic Safety
- Injury Illness Prevention Program

### **Computer-Based Training**

#### **COMPUTER SKILLS**

- Creating Visual Work Instructions (4 hours)
- ERP Record Storage (1 hour)
- Digitize Record Tracking (1 hour)
- Microsoft Office Suites
  - Intermediate Excel (2 hours)
  - Intermediate PowerPoint (1 hour)
- Record Digitization Process (1 hour)
- Internal Data Security (1 hour)



Retrainee-Job Creation

**Training Proposal for:**

**Mercer Foods, LLC dba Thrive Foods**

**Contract Number: ET23-0364**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** San Francisco Bay Area

**Analyst:** N. Shafqat

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative HUA	Industry Sector(s):	Manufacturing (E)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Stanislaus	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 500	U.S.: 700	Worldwide: 700
<u>Turnover Rate:</u>	15%		
<u>Managers/Supervisors:</u> (% of total trainees)	5%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$297,000

<b>Total ETP Funding</b>
\$282,900

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate HUA	Bus. Skills, Comp. Skills, Continuous Imp., HazMat, OSHA 10/30, HAZWOPER, Mfg. Skills, Safety Skills PL- Mfg. Skills	432	8-200	0-6	\$575	\$17.50
				Weighted Avg: 25			
2	Job Creation Initiative Retrainee Priority Rate HUA	Bus. Skills, Comp. Skills, Continuous Imp., HazMat, OSHA 10/30, HAZWOPER, Mfg. Skills, Safety Skills PL- Mfg. Skills	25	8-200	0-6	\$1,380	\$17.50
				Weighted Avg: 60			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County: Job Numbers 1 (HUA):** \$17.00 per hour for Stanislaus County.  
**Job Number 2 (HUA/Job Creation):** \$15.50 per hour for Stanislaus County.

**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.

**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe

Although employer provides health benefits, they are not being used to meet Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1: Retrainee</b>		
Administration Staff	\$17.50 - \$20.00	2
	\$20.01 - \$25.00	1
	\$25.01 - \$46.00	4
Buyer/Purchasing	\$20.00 - \$25.00	3
	\$25.01 - \$40.00	1
Dry Processing Bulk Packer	\$17.50 - \$20.00	10
	\$20.01 - \$25.00	5
	\$25.01 - \$36.00	4
Engineering Staff	\$39.00 - \$52.00	4
Front Line Managers	\$40.00 - \$58.00	4

Information Technology Staff	\$29.00 - \$32.00	1
Maintenance Staff	\$21.00 - \$25.00	4
	\$25.01 - \$48.00	29
Packaging Retail General Laborer	\$17.50 - \$20.00	30
	\$20.01 - \$24.00	26
Packaging Retail Machine Operator	\$20.00 - \$25.00	10
	\$25.01 - \$27.00	1
Packaging Retail Process Lead	\$20.00 - \$25.00	10
	\$25.01 - \$29.00	5
Packaging Retail Supervisor	\$30.00 - \$43.00	4
Production Freeze Dry Supervisor	\$32.00 - \$39.00	5
Production Freeze Dry General Laborer	\$17.50 - \$20.00	50
	\$20.01 - \$22.00	50
Production Freeze Dry Lead	\$24.00 - \$25.00	8
	\$25.01 - \$30.00	10
Production Freeze Dry Operator	\$22.00 - \$25.00	7
	\$25.01 - \$31.00	7
Production Freeze Dry Weigher	\$18.00 - \$20.00	3
	\$20.01 - \$23.00	3
Quality Assurance Staff	\$21.00 - \$25.00	7
	\$25.01 - \$37.00	6
Research and Development Staff	\$24.00 - \$25.00	1
	\$25.01 - \$37.00	2
Sales Staff	\$30.00 - \$62.00	8
Sanitation	\$17.50 - \$19.00	40
Sanitation Lead	\$21.00 - \$25.00	3
	\$25.01 - \$27.00	1
Sanitation Supervisor	\$30.00 - \$39.00	4
Sanitation Technician	\$17.50 - \$20.00	5
	\$20.01 - \$25.00	5
Supply Chain Logistic Purchaser	\$18.00 - \$20.00	2
	\$20.01 - \$25.00	1
	\$25.01 - \$30.00	1

Supply Chain Logistics/Scheduler	\$18.00 - \$20.00	5
	\$20.01 - \$25.00	1
	\$25.01 - \$30.00	1
Warehouse Lead	\$25.00 - \$29.00	5
Warehouse Production Clerk	\$18.00 - \$20.00	1
Warehouse Supervisor	\$30.00 - \$40.00	4
Warehouse/Forklift Staff	\$17.50 - \$20.00	18
	\$20.01 - \$23.00	10
<b>Job Number 2: Job Creation</b>		
Production Freeze Dry General Laborer	\$17.50 - \$20.00	12
	\$20.01 - \$22.00	3
Sanitation Technician	\$17.50 - \$20.00	4
	\$20.01 - \$25.00	1
Warehouse/Forklift Staff	\$17.50 - \$20.00	4
	\$20.01 - \$23.00	1

## **INTRODUCTION**

Founded in 1980 and headquartered in Modesto, Mercer Foods, LLC dba Thrive Foods (Thrive) ([www.mercerfoods.com](http://www.mercerfoods.com)) is a freeze dried food manufacturer that provides a range of services processing fruits and vegetables. Some of Thrive's largest clients include packaged food manufacturers, retailers, restaurants, food processors, wholesales businesses, and various foodservices establishments located nationwide. ETP training will occur at its headquarters in Modesto. This will be Thrive's first ETP Contract.

### **Veterans Program**

Even though the Company is not requesting a separate Veteran's Job Number, Thrive is committed to hiring and retaining veterans when participating in Job Fairs or recruitment processes. Veterans will be sought out through agencies and organizations locally for hiring opportunities.

### **Retrainee - Job Creation**

In this proposal, the Company will hire 25 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage.

Due to business-capacity growth, Thrive has experienced an 8% increase in its market share which is unprecedented for the Company. With more growth (3–4 percent) projected for the coming year, increased production capacities, new hires, and new additional equipment is needed

to meet the Company's increased demand. Thrive aims to expand in drying capabilities, research and development team, and expansion of services into retail and food channels in the future.

## **PROJECT DETAILS**

In this proposal, training will focus on processes for increased capacities and efficiencies, eliminating waste, and educating employees on LEAN principles and Food Product Safety. Due to the rapid growth over recent years, the Company is now focused on standardizing processes and raising competencies. Thrive has also added new equipment which includes Freeze Dryers, Butler Film Splicers, and Conveyor systems which require additional training on upgraded equipment and processes.

ETP training will increase competencies across workstations and allow for more capacity for production at higher efficiencies, while maintaining superb product quality. Additionally, training will be ingrained into the work process and will be continuous after this contract is exhausted.

### **Training Plan**

ETP training will be conducted via Class/Lab, E-Learning, Computer-Based Training (CBT), and Productive Laboratory (PL) delivery methods in the following:

**Business Skills:** This training will be offered to Administrative Staff and Supervisors on topics that include Customer and Vendor Relations, Productive Scheduling, Coaching for Excellence, and Conflict Management to enhance management and supervision practices for efficient delivery of all tasks.

**Computer Skills:** This training will be offered to all Team leaders on topics that include JUST FOODS Software, Cornerstone Software, and Microsoft Office 365 (Intermediate/Advanced) to increase efficiency and to remain competitive.

**Continuous Improvement:** This training will be offered to Team Leader and Supervisor occupations on course topics that include GMP (Good Manufacturing Practices), Sanitation Best Practices, Coaching and Mentoring, and Ammonia Awareness to meet goals relevant to customer satisfaction (including internal customers).

**Hazardous Materials:** This training will be offered to Dry Processing Bulk Packer, Packaging Retail Machine Operator, Production Freeze Dry Operator, Sanitation Staff, and Maintenance Staff on topics that include Hazardous Materials and Hazardous Materials Labels. This training does not lead to HazMat certification, so it will be subjected to ETP's 1:20 trainer-to-trainee ratio.

**Manufacturing Skills:** This training will be offered to Dry Processing Bulk Packer, Packaging Retail Machine Operator, Production Freeze Dry Operator, Sanitation Staff, and Maintenance Staff on topics that include Understanding HHACCP, Food Safety, and Production Equipment Safe Operation to reassure safe practices of handling food and operating production equipment.

### **Computer-Based Training**

CBT will be provided to supplement Class/Lab and E-Learning, which is a more convenient means of delivering basic training. Trainees will receive between 0–6 hours of CBT.

### **Certified Safety Training**

1. OSHA 10/30. This training is a series of courses "bundled" by industry sector and occupation. It consists of 30 hours of classroom per trainee. The coursework is geared to Food Product Safety, vital for safe handling and processing of food. Although

completion of the training does not result in a formal CA certified certificate, training will expand employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

2. Hazardous Waste Operations and Emergency Response Standard (HAZWOPER). This training is a series of courses specifically designed for workers who handle hazardous substances as first-responders, or clean-up as needed at a hazard disposal or emergency site. The course consists of 20 hours of classroom or CBT training per trainee. Although this course does not result in a formal CA certified certificate, completion of the training results in expansion of employment opportunities.

### **Productive Laboratory (PL - Manufacturing Skills)**

The Panel has adopted regulations to authorize reimbursement for training delivered in a Productive Laboratory setting. Thrive trainees may produce goods for profit as part of the PL training in the courses identified under the Curriculum. The instructor must be dedicated to training delivery during all hours of training.

Due to the perishable nature of the product and the high cost of waste, Thrive states that PL- Manufacturing Skills' training is necessary to perform its operational functions within the warehouse to effectively use production methods and processes. PL training topics in Production Equipment, Safe Operation, and Preventative Maintenance skills will be delivered simultaneously as the system operates. Equipment used in PL training include freeze-drying equipment, racks, and conveyors. Through this equipment, raw product is fed into the system and the conveyors go through the processor onto the other side for packaging. The machine must be programmed and set up based on the raw product.

The PL trainers are qualified (and/or certified) to instruct and deliver the course content and material. Trainers are responsible for directing the production operations and instructions as well as providing immediate feedback to the trainee as work is performed. The PL training will be conducted using a trainer-to-trainee ratio of 1:2 due to these pieces of equipment normally requiring one trainee to feed and one to receive the product. A lower production rate is used during PL training to allow trainees to acquire the skills to become competent in operation of the equipment without the pressure of normal operational requirements.

Due to the different variations that are required in the process and the delicate nature of the production, Thrive requests a maximum of 12 PL hours (per trainee) for 14 Production Freeze Dry Operators and 11 Packaging Retail Machine Operators within Job Number 1 (Retraitees) and for 15 Production Freeze Dry General Laborers within Job Number 2 (Job Creation). Even though Thrive's PL amount for Job Number 1 is above the Panel's preferred 25 percent for PL per Job Number, it still would like to request this amount due to the lower than normal weighted average for that Job Number which leads to a higher percent.

### **High Unemployment Area**

All trainees (Job Numbers 1 and 2) work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Company's locations in Modesto (Stanislaus County) are in an HUA.

#### **➤ Wage Modification**

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. The Company is requesting the wage modification from

\$22.66 per hour to \$17.50 per hour for Job Number 1 (Retrainee), and it is requesting the wage modification from \$18.54 per to \$17.50 per hour for Job Number 2 (Job Creation).

Approximately 333 Administration Staff, Buyer/Purchasing, Dry Processing Bulk Packer, Packaging Retail General Laborer, Packaging Retail Machine Operator, Packaging Retail Process Lead, Production Freeze Dry General Laborer, Production Freeze Dry Weigher, Sanitation, Sanitation Technician, Supply Chain Logistic Purchaser, Supply Chain Logistics/Scheduler, Warehouse Production Clerk, and Warehouse/Forklift Staff will need the wage modification.

### **Commitment to Training**

Thrive spends \$200,000 on training annually per facility in California. Training includes Food Product safety, Food Handling safety, health and environmental, management skills, basic-computer skills, standardizing processes, and upgraded equipment training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

#### ➤ Training Infrastructure

Thrive's Human Resources Director (dedicated administrator) will oversee the project with assistance from its Learning and Development Manager who will schedule and drive training in concert with front line managers and supervisors. Thrive has also contracted with A third-party subcontractor to assist with administration including enrollment, data entry, agency liaison, invoicing, contract revisions, and ETP's Fiscal Closeout.

### **Impact/Outcome**

With ETP funds, training will result in achieving enhanced food handling and processing practices and reaching performance goals through greater efficiency and providing better quality freeze-dried produce. The Company's employees will be cross-trained to maintain its production lines to keep pace with growing customer demands for Thrive products and to remain competitive in a fast paced and changing food industry by upskilling its workforce.

### **Electronic Recordkeeping/LMS**

Thrive has requested Cornerstone Learning Management System (LMS) as a form of Electronic Training Record to document all ETP training. The system has been in use since 2019 and documents the hours and dates of training both automatically and manually depending if training is self-paced or instructor-led training. The records are maintained and accessible by ETP for up to 5 years. ETP staff has reviewed and approved this LMS.

### **DEVELOPMENT SERVICES**

The Company retained Strategic Business Solutions, LLC (SBS) in Visalia to assist with proposal development for a fee of \$7,250.

### **ADMINISTRATIVE SERVICES**

SBS will also perform administrative services for a fee not to exceed 13% of payment earned.

### **TRAINING VENDORS**

VOLT (Valley Occupational Learning Technology) in Modesto, CA has been retained to provide training on Business Skills and Manufacturing Skills for a fee of \$650 per class. The Company

will have one employee from Maintenance occupation to go through the program. Additionally, some Management employees may also join the training for leadership and development courses in the future. Other trainers will be identified as they are retained.

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **BUSINESS SKILLS**

- Customer and Vendor Relations
- Production Scheduling
- Purchasing Best Practices (American Production and Inventory Control Society- APICS)
- KPI's Performance Indicators A-Z (Performance Management)
- VOLT Classes
  - Career Accelerator
  - Bootcamp Senior Leadership Series
  - Supervisor Development Academy
- The Complete Management Skills Certification Course
- 10 Day Leader Challenge
- Coaching for Excellence
- Conflict Management
- Mentor Best Practices
- Corporate Leadership and People Management
- Leadership for Manufacturing Professionals
  - Handling Complaints
  - Establishing a Respectful Workplace
  - Establishing Healthy Communication
  - How to Delegate Effectively
  - Improving Employee Engagement

#### **COMPUTER SKILLS**

- JUST FOODS Software
- Cornerstone Software
- Microsoft Office 365 (Intermediate/Advanced)

#### **CONTINUOUS IMPROVEMENT**

- Food Product Safety
- GMP (Good Manufacturing Practices)
- Color Coding
- Cross Training Across Workstations
- Leadership Training
- LEAN Manufacturing
- COVID-19 Processes and Protocols
- Environmental Health and Safety Protocols
- Sanitation Best Practices
- HACCP (Hazard Analysis and Critical Control Points)
- Coaching and Mentoring
- Glove Integrity Usage
- Organic Handling Program

- Allergen Program
- Kosher Products
- CAPA (Corrective Action/Preventative Action) Hourly
- CAPA (Corrective Action/Preventative Action) Salaried
- Good Documentation Practices
- FDA First Training
- Foreign Material
- Ammonia Awareness

#### **HAZARDOUS MATERIALS (1:20 Ratio)**

- Hazardous Materials
- Hazardous Materials Labels

#### **HAZWOPER (1:40 Ratio)**

- HAZWOPER 40

#### **MANUFACTURING SKILLS**

- Understanding HHACCP, Food Safety, Good Quality
- Sanitation Practices
- Materials Handling Equipment
- Production Equipment Safe Operation and Preventative Maintenance
- Just Foods Platform Scanners
- VOLT Academy
  - Mechanical Drives
  - Electrical Systems
  - Hydraulic Systems
  - Process Control Systems
  - Piping
  - Pumps & Pneumatic Systems
  - Maintenance Fabrication
- VOLT
  - Industrial Electro Mechanics
- VOLT
  - Advanced Industrial Maintenance Mechanics
- VOLT
  - Automation/Robotics/Mechatronics

#### **Safety Skills - OSHA 10/30 (Certified-OSHA Instructor)**

- OSHA 10
- OSHA 30

#### **Productive Lab (Trainer-to-Trainee Ratio 1:2)**

##### **PL- MANUFACTURING SKILLS**

- Production Equipment Safe Operation and Preventative Maintenance

## **Computer-Based Training**

### **CONTINUOUS IMPROVEMENT**

- Amtek Sampling (Swabbing) Quality Control (0.08 hours)
- Allergen Program (0.17 hours)
- AQL Training (0.33 hours)
- ARC (Welding) Flash (0.2 hours)
- Good Documentation Practices (0.17 hours)
- Electrical Safety (0.25 hours)
- FDA Sanitary Transportation (0.5 hours)
- Foreign Materials Prevention (0.33 hours)
- Glove Safety (0.17 hours)
- Good Manufacturing Practices (0.25 hours)
- Hazard Communication and Recognition (0.33 hours)
- Kosher Food Program (0.17 hours)
- Lock Out Tag Out (0.33 hours)
- Machine Guarding (0.22 hours)
- Pallet Jack Safety (0.25 hours)
- Mercer Food Allergen Program (0.17 hours)
- Metal Detectors (0.08 hours)
- Ammonia Awareness (0.08 hours)
- Pedestrian Forklift Safety (0.08 hours)
- Starbucks Labeling (0.17 hours)
- Organic Program (0.17 hours)



Retrainee-Job Creation

**Training Proposal for:**

**Brower Mechanical CA LLC dba Brower Mechanical**

**Contract Number: ET23-0360**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** Sacramento

**Analyst:** K. Mam

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee SET Veterans Job Creation Initiative SB <100	Industry Sector(s):	Construction (C)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Placer, Nevada	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 100	U.S.:100	Worldwide: 100
<u>Turnover Rate:</u>	12%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$368,900

<b>Total ETP Funding</b>
\$243,800

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate SET SB <100	Business Skills, Comm. Skills, Computer Skills, OSHA 10, PL-Comm. Skills	90	8-200	0	\$1,380	\$30.90
				Weighted Avg: 60			
2	Retrainee Priority Rate Job Creation Initiative SET SB <100	Business Skills, Comm. Skills, Computer Skills, OSHA 10, PL-Comm. Skills	45	8-200	0	\$2,300	\$20.00
				Weighted Avg: 100			
3	Retrainee Priority Rate Job Creation Initiative SET Veterans SB <100	Business Skills, Comm. Skills, Computer Skills, OSHA 10, PL-Comm. Skills	7	8-200	0	\$2,300	\$30.00
				Weighted Avg: 100			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:**  
**Job Number 1:** \$30.90 per hour SET/Priority Statewide Average Wage  
**Job Number 2 & 3 (Job Creation):** \$18.54 per hour for Placer County  
**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.  
**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe  
 Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Number 1.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1 (Retrainee)</b>		
Tech/Installer	\$28.40 - \$45.00	38
Team Lead	\$30.00 - \$45.00	10
Support Staff	\$28.40 - \$38.00	20
Repair/Maintenance	\$28.40 - \$45.00	22
<b>Job Number 2 (Job Creation)</b>		
Tech/Installer	\$20.00 - \$25.00	5
	\$25.01 - \$35.00	15
Team Lead	\$30.00 - \$40.00	5
Repair/Maintenance	\$20.00 - \$25.00	5

	\$25.01 - \$35.00	15
<b>Job Number 3 (Veterans/Job Creation)</b>		
Tech/Installer	\$30.00 - \$36.00	7

## **INTRODUCTION**

Founded in 1979 and headquartered in Rocklin, Brower Mechanical CA LLC dba Brower Mechanical (Brower Mechanical) ([www.browermechanical.com](http://www.browermechanical.com)) provides a full range of expert heating, ventilation, and air conditioning (HVAC) and solar energy equipment services including maintenance, installation, and repairs to residential only consumers in the greater Sacramento area. Training will be for the Company's two locations in Rocklin and Grass Valley. This is Brower Mechanical's first ETP project.

### **Veterans Program**

Brower Mechanical has preference for Veterans and has assembled a marketing campaign that not only gives preference but also is aimed at specifically attracting Veterans. The Company plans on training seven Veterans (Job Number 3) under this project. The Company partners with "Hire a Vet" and "Troops to Trades" which are local organizations who aid in placing local veterans.

## **PROJECT DETAILS**

California Building Standards Code (also known as The Energy Efficiency Standards for Residential and Nonresidential Buildings or Title 24) was created by the California Building Standards Commission in 1978 to reduce California energy consumption. The standards allow periodic consideration and incorporation of new energy efficiency technologies and methods by the California Energy Commission. To adapt to ongoing revisions to Title 24 regulations and guidelines, Brower Mechanical must continuously train staff to properly diagnosis, install and repair inverter technology, circuit board technology, whole home performance systems, home automations, and smart systems. The Company has expanded its services in both residential HVAC and solar water heaters to meet the mandates.

Brower Mechanical has also acquired new contracts with Sacramento and Nevada County to implement both water and energy saving products including Wi-Fi water metering and Wi-Fi enabled water heaters and controllers. Training under this proposal will allow the Company to meet the mandates to increase efficiency demands while upgrading the skillsets of its workers.

### **Retrainee - Job Creation**

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage.

Brower Mechanical has recently added a new location in Nevada County. The Company will hire 52 new employees (Job Number 2 & 3). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

### **Training Plan**

Training will be delivered via Classroom/Laboratory, E-Learning, and Productive Lab in the following:

**Business Skills:** Training will be offered to all occupations and will focus on improving customer service. Training topics include Effective Customer Service, Building Strong Relationships, and Customer Needs Assessment.

**Commercial Skills:** Training will be offered to Tech/Installers and Repair/Maintenance occupations and will focus on installation and repairs. Training topics include Heat Pump Systems, Maintenance Tune Up Procedures, and Solar Water Heaters.

**Computer Skills:** Training will be offered to all occupations and will focus on the Company's internal software. Training topics include Service Titan (The Brower Tech System, proprietary HVAC management software) Skills and Tablet Applications for Field Sales and Technician Scheduling and Installation.

### **Certified Safety Training**

OSHA 10. This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

### **Productive Laboratory**

Trainees may produce goods for profit as part of the PL training in the courses identified under the Curriculum. The instructor must be dedicated to training delivery during all hours of training.

Brower Mechanical is requesting PL-Commercial Skills training for Tech/Installers and Repair/Maintenance. Training will focus on HVAC tools, equipment, testing equipment under the direction and supervision of a trained and certified master technician. PL training will allow the Company to train staff to extend technical learning under practical working conditions without creating an excess of waste. PL training will focus on training topics such as Air Conditioning Systems, Ventilation Systems, and Heat Pump Systems.

Due to the complexity of the equipment the Company is requesting a trainer-to-trainee ratio of 1:3 as equipment requires up to three team members to operate and trainees may receive 15 hours of PL for Job Number 1 and 25 hours for Job Number 2 and 3.

### **Commitment to Training**

Brower Mechanical invests \$195,600 annually on training including orientation and safety training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

#### ➤ Training Infrastructure

Brower Mechanical has identified two onsite Human Resource leaders who will be responsible for overseeing all aspects of the training project including scheduling training, tracking hours, and collecting rosters. In-house subject-matter experts and vendors may be utilized to deliver training. Additionally, the Company has retained a third-party administrator with extensive ETP administration experience to work closely with staff to complete the project successfully.

**Special Employment Training**

Under SET, the participating employer is not required to demonstrate out-of-state competition. To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention period.

**➤ Wage and Modification**

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$41.20 to \$30.90). The Company requests this modification for Job Number 1.

**DEVELOPMENT SERVICES**

Synergy Management Consultants, LLC in Grass Valley assisted with development of this proposal for a flat fee of \$12,000.

**ADMINISTRATIVE SERVICES**

Synergy Management Consultants, LLC will also perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

**TRAINING VENDORS**

To Be Determined

**Exhibit B: Curriculum****Class/Lab/E-Learning**

Trainees may receive any of the following:

**Business Skills**

- Active Listening Skills
- Building Strong Relationships
- Communication Skills
- Conflict Resolution
- Customer Needs Assessment
- Developing SMART Goals
- Effective Customer Service
- External Environment Analysis
- Innovation Tools and Processes
- Negotiation Skills
- Persuasion Strategies
- Planning and Execution
- Presentation Skills
- Team Building
- Understanding and Managing Expectations

**Commercial Skills**

- Advanced A/C systems
- Advanced Diagnosis
- Advanced Wiring and Schematics
- Air Quality Diagnostics
- Attic Insulation Safety
- Certification- Home Energy Auditing
- Certification-Air Filtration
- Certification-Duct Testing
- Certification-NGAT (Natural Gas Application Testing)
- Connected Home Technology
- Covid Safety Factors
- Driver Safety
- Electrical Hazards Safety
- Equipment Safety
- Field Tools/Gauges
- Fundamentals of Air Conditioning Systems
- Heat Pump Systems
- Heat pump Water Heaters
- Identifying Waste Products
- Inverter Technology
- Ladder Safety
- Lifting Safety
- Maintenance Tune Up Procedures
- Metering Devices

- Mitsubishi Product Knowledge
- Nest System Controls/Smart System
- Nest Thermostats
- Solar Water Heaters
- System Sizing
- Trane Product Knowledge
- Ventilation Systems Certifications- Blower Door/ Weatherization
- Waste Removal Solutions
- Window installation/Removal
- Work Site Safety

### **Computer Skills**

- Microsoft Office and Google Suites (Intermediate/Advanced) Database Systems
- Service Titan (The Brower Tech System, proprietary HVAC management software) Skills
- Tablet Applications for Field Sales and Technician Scheduling and Installation
- Using Tablets in the Field
- Zoom and Microsoft Teams

### **Safety Skills - OSHA 10 (Certified-OSHA Instructor)**

- OSHA 10

### **Productive Lab (Trainer-to-Trainee Ratio 1:3)**

Trainees may receive any of the following:

### **Commercial Skills**

- Air Conditioning Systems
- Air Quality Diagnostics and Methodologies
- Barriers Methodologies
- Cast Iron Pipe and Fittings
- Copper Pipe and Fittings
- Diagnostics
- Digital Tools
- Drawings/Plans
- Gas and Fuel Systems
- Heat Pump Systems
- Heat Pump Water Heating Systems
- HVAC Maintenance Service
- Inverter Type Systems
- Metering Devices
- Motors
- Pipes and Supply Lines
- Plastic Pipes and Fittings
- Solar Water Heaters
- Switches and Electrical Components

- System Controls/STS
- Thermal Dynamics
- Thermostats
- Tune Up Procedures
- Valves
- Ventilation systems
- Whole Home Fans
- Wiring



Retrainee-Job Creation

**Training Proposal for:**

**Cepheid**

**Contract Number: ET23-0351**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** Sacramento

**Analyst:** J. Fetsch

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative HUA	Industry Sector(s):	Manufacturing (E) Manufacturing (33)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Alameda, Santa Clara, San Joaquin	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 2,000	U.S.: 5,000	Worldwide: 6,000
<u>Turnover Rate:</u>	9%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$826,354

<b>Total ETP Funding</b>
\$499,100

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Computer Skills, Continuous Improvement Skills, Manufacturing Skills, Hazardous Materials Skills, PL- Manufacturing Skills	170	8-200	0-60	\$1,150	\$25.01
				Weighted Avg: 50			
2	Retrainee Priority Rate Job Creation Initiative	Computer Skills, Continuous Improvement Skills, Manufacturing Skills, Hazardous Materials Skills, PL- Manufacturing Skills	220	8-200	0-60	\$1,380	\$20.60
				Weighted Avg: 60			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** Job Number 1: \$22.66 per hour for San Joaquin County; \$24.72 per hour for Alameda and Santa Clara counties

Job Number 2 (Job Creation): \$18.54 per hour for San Joaquin County; \$20.60 per hour for Alameda and Santa Clara counties

**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.

**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe

Although employer provides health benefits, they are not being used to meet Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Administrator	\$26.01-\$41.52	20
Production Worker	\$25.01-\$44.98	100
Technician	\$32.31-\$54.36	50
<b>Job Number 2</b>		
Administrator	\$25.12-\$41.52	10
Production Worker	\$20.60-\$25.00	150
	\$25.01-\$34.56	50
Technician	\$29.34-\$54.36	10

## **INTRODUCTION**

Founded in 1996 and headquartered in Sunnyvale, Cepheid ([www.cepheid.com](http://www.cepheid.com)) is a subsidiary of Danaher Corporation. Cepheid develops, manufactures and markets molecular testing systems for the detection of organisms and genetic-based diseases. By automating highly complex and time-consuming manual procedures, the Company's solutions deliver an improved way for institutions of any size to perform sophisticated genetic testing. This allows these institutions to achieve fast and actionable test results where they are needed most, such as in the treatment of infectious diseases like COVID-19. Cepheid's products are sold to clinical and non-clinical markets such as hospitals, health clinics research labs, and other healthcare institutions. ETP-funded training will be delivered to trainees at its Sunnyvale, Newark and Lodi facilities. This will be Cepheid's seventh ETP Contract, and its sixth in the last five years.

### **Veterans Program**

Cepheid works with a third-party, Orion Talent, to recruit and hire veterans into the Production Worker occupations. While Cepheid will continue its commitment to hire veterans, it is not requesting a Veteran's Job Number at this time.

## **PROJECT DETAILS**

In the prior project, training was focused on new product manufacturing around its COVID-19 test kits called Xpert Xpress. As part of this proposal, training course content will focus on an FDA approved Vitro Diagnostic, new product manufacturing technologies, and continuous improvement techniques for assembly workers at its newly constructed manufacturing facilities in Lodi and two other California locations. Cepheid will not enroll employees who have participated in previous ETP training projects.

Cepheid representatives stated that the newly constructed Lodi facility is an FDA approved In Vitro Diagnostic (IVD) center with both assembly and manufacturing processes. In preparation for work at the new facility, Cepheid's training department staff has created a new assembler manufacturing certification program and a temporary training facility for new employees. An intensive four-week manufacturing production worker training program has been developed that includes one week of classroom, one week of non-productive laboratory, and up to two weeks of productive lab training. Furthermore, Cepheid is committed to workforce development and growth of its staff and has broadened its manufacturing certification programs at both California locations. This training will provide workers with valuable job skills that directly translate to other high-skill, high wage jobs anywhere in the biotech industry.

### **Retrainee - Job Creation**

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage.

During the next two years the Cepheid plans to increase its workforce by a minimum of 750 full-time positions to fill its expanding facility in Lodi. The Company will hire 220 new employees (Job Number 2) as a part of this training project. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract

### **Training Plan**

The following training will be delivered via Class/Lab/E-Learning, Productive Lab (PL) and Computer-Based Training (CBT):

**Computer Skills:** Training will be provided to all occupations. Cepheid's business requires the operation of sophisticated information technology systems and network infrastructure. Training topics include Advanced eBusiness Applications, Management and Manufacturing Control Systems, and Project Management Software Tools.

**Continuous Improvement:** Training will be provided to all occupations. Training will focus on "Lean" processes for improvement in productivity and quality by identifying and eliminating waste from the value stream. Training topics include Advanced Product Quality and Productivity, Kaizen, and Six Sigma/5S.

**Hazardous Materials:** Training will be provided to Production Workers and Technicians and will focus on hazardous materials handling and risk management to ensure proper use, transport, or disposal of hazardous substances used in all manufacturing processes. Training topics include Restricting of hazardous Substances, Risk Management and Waste Management, and Chemicals Hazards Communication Standards.

**Manufacturing Skills:** Training will be provided to Production Workers. Trainees will gain cross-functional production skills on several newly purchased pieces of production equipment, and learn new manufacturing assembly techniques. Training Topics include Biotech Machine Operations, Calibration and Maintenance, GeneXpert Valve Automation Table Assembly, and Multipart Machine Automation Development.

### **Productive Laboratory**

Trainees may produce goods for profit as part of the PL training in the courses identified under the Curriculum. The instructor must be dedicated to training delivery during all hours of training.

Approximately 25 hours for Job Number 1 and 30 hours for Job Number 2 of PL Manufacturing Skills will be delivered to 360 Production Workers and Technicians. PL training will ensure that trainees acquire the critical skills needed to perform their jobs at a quality standard acceptable by the FDA and other regulatory bodies. Rather than create classroom training sessions for each new production standard and/or piece of equipment, Cepheid will use PL training to deliver the high volume of the critical manufacturing skills required for its production employees. According to a PL Tasks and Competency evaluation completed by the Company, PL will take at least 60 hours per trainee of which only 30 hours are being requested by Cepheid for reimbursement.

The PL trainers have been identified as subject matter experts to instruct and deliver the course content. Trainers are responsible for instructing as well as providing immediate feedback to the trainee as work is performed and will document all training daily into the LMS. The PL training is conducted using a trainer-to-trainee ratio of 1:1, while a lower production rate is used during PL training to allow trainees to acquire the skills to become competent in operation of the equipment without the pressure of normal operational requirements. Workers are certified as competent only after completing all PL assignments and passing a skills competency test. Upon certification of their competency, the trainee can independently produce goods that are for sale.

### **Computer-Based Training (CBT)**

CBT will be provided to supplement class/lab which is a more convenient means of delivering basic training. Trainees will receive between 0-60 hours of CBT.

## Commitment to Training

The Company's statewide training expenditures in California for non-ETP related training is in excess of \$500,000 per facility and includes OSHA and FDA-mandated safety regulations, rudimentary job skills, new hire orientation, ethics, compliance and management and executive development. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

### ➤ Training Infrastructure

Training will be administered under Cepheid's training department which oversees the workforce training across the organization and operates under the direction of the Manufacturing Vice President. Cepheid will be responsible for administering the ETP program and work directly with a third-party administrator. Additionally, the Company has identified several full-time administration training staff and three management employees (Lodi, Newark and Sunnyvale) assigned to this project to work with its third-party administrator and with ETP. Cepheid has identified subject matter experts to deliver training and will bring in third party trainers as needed.

## Electronic Recordkeeping/LMS

Staff has reviewed and approved the Company's learning-management system.

## High Unemployment Area

Some trainees (Job Number 1 and 2) work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's locations in San Joaquin County are in an HUA.

### ➤ Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the pre-retention wages.

However, the Company is not requesting a wage modification for this project.

## Prior COVID Performance

Cepheid had a prior contract with ETP under the COVID Pilot with a term of 11/2/2020 to 11/1/2022. The Company has successfully placed 100 trainee and has earned the full contract amount of \$200,000.

## ACTIVE PROJECTS

The following table summarizes Contractor's performance under an active ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained	Potential Earnings (Based on Tracked Hours) (\$ %)
ET22-0218	\$391,000	2/7/2022-2/6/2024	500	0	0	\$391,000 (100%)

Based on ETP Systems, 84,111 reimbursable hours have been tracked for potential earnings of \$391,000 (100% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through November of 2023.

### **PRIOR PROJECTS**

The following table summarizes Contractor's performance under an ETP Contract that was completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0338	Sunnyvale, Newark, Lodi	6/28/2021- 6/27/2023	\$399,280	\$399,280 (100%)
ET20-0208	Sunnyvale, Newark, Lodi	12/23/2019- 12/22/2021	\$506,000	\$506,000 (100%)
18CS-0039	Sunnyvale, Lodi	9/5/2017- 9/4/2019	\$749,580	\$501,808 (67%)

18CS-0039: The 67% earning rate was attributed to high-production demands at Cepheid's Lodi location. Lodi manufacturing employees were not able to complete training assignments due to extreme production needs. The parent company's senior management team is highly supportive of the ETP and regardless of high production, the proposed training will be delivered. Cepheid now also uses a sophisticated training administration/scheduling program available through its LMS to reduce the impact on departments and workers during high-production times

### **DEVELOPMENT SERVICES**

Herrera & Company in Stockton assisted with development of this proposal for a flat fee of \$8,750.

### **ADMINISTRATIVE SERVICES**

Herrera & Company will also perform administrative services for a fee not to exceed 13% of payment earned.

### **TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Computer Skills**

- Advanced Desktop Productivity Applications
- Advanced eBusiness Applications
- Advanced Manufacturing Control Systems
- Advanced Manufacturing Lab Applications
- Business System Processing
- Management and Manufacturing Control Systems
- Materials and Logistics Software Development
- Project Management Software Tools
- Software and Informatics

#### **Continuous Improvement Skills**

- Advanced Project Management
- Advanced Product Quality and Productivity
- CAPA (Corrective and Preventive Action Policy)
- Clean Room Procedures
- Danaher Business Systems (DBS)
- Design Tools and Practices
- Design for Excellence
- Kaizen
- Lab Automation and Robotics
- Leadership / Coaching Skills
- Quality Improvement Fundamentals
- Quality Management Systems
- Problem Solving Tools and Techniques
- Product Quality and Reliability
- Product Transfer / Workflow
- Six Sigma / 5S (Simplify, Straighten, Scrub, Stabilize, Sustain)
- Technical Qualifications and Certifications
- Testing and Troubleshooting Skills

#### **Hazardous Materials Skills**

- Restricting of Hazardous Substances
- Risk Management and Waste Management
- Chemicals Hazards Communication Standards

#### **Manufacturing Skills**

- Beadulator Operating Procedures
- Biotech Machine Operations, Calibration and Maintenance
- Buffer Preparation
- Cartridge Automated Assembly Procedure
- Cartridge Vacuum Test
- Chemical-Mechanical Linearization Technologies and Applications

- Component Part Processing
- Control Charts Entry and Interpretation
- Dimensional Method of Inspection for Plastics
- Drill Press, Lathes, Milling and Grinders
- Environment Material Pass through
- Frame and Tube Defects Visual Testing
- GeneXpert Cartridge Inspection Procedures
- GeneXpert Valve Automation Table Assembly
- Glass Fill Automation Line
- Glass Filter Cut Procedure
- Herman Welder Trigger and Scan Procedures
- Hydraulic Pneumatic Operations
- In Process Cartridge Integrity Test Procedure
- Injection Molding Machine Maintenance
- Manufacturing Execution Systems
- Manufacturing Line Clearance
- Measurement Practice and Theory
- Melt Temperature for Remote Control
- MiniCal Operation Procedure and Work Orders
- Mold Installation, Setup and Removal
- Most Press and Auxiliary Equipment Set Up
- Multipart Machine Automation Development
- Multi-Scale Modeling for Nonmaterial Design
- Numerical Controlled Machines
- Open Cartridge Automated Assembly Procedures
- Overmold Part Processing
- Pre-Filter Assembly
- Production Label Control Procedures
- Reaction Tube Pressure Operations
- Reagents on Board Assembly Line (ROBAL)
- UV Light Screening for Tubes
- Valve Body Assembly Annealing Procedures

### **Productive Lab (Trainer-to-Trainee Ratio 1:1)**

Trainees may receive any of the following:

#### **Manufacturing Skills**

- Beadulator Operating Procedures
- Biotech Machine Operations, Calibration and Maintenance
- Buffer Preparation
- Cartridge Automated Assembly Procedure
- Cartridge Vacuum Test
- Chemical-Mechanical Linearization Technologies and Applications
- Component Part Processing
- Control Charts Entry and Interpretation
- Dimensional Method of Inspection for Plastics
- Drill Press, Lathes, Milling and Grinders

- Environment Material Pass through
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- Multi-scale Modeling for Nonmaterial Design
- Numerical Controlled Machines
- Open Cartridge Automated Assembly Procedures
- Overmold Part Processing
- Pre-Filter Assembly
- Production Label Control Procedures
- Reaction Tube Pressure Operations
- Reagents on Board Assembly Line (ROBAL)
- UV Light Screening for Tubes
- Valve Body Assembly Annealing Procedures

### **Computer-Based Training**

Trainees may receive any of the following:

#### **Computer Skills**

- Advanced Project Management Software
  - Project Planning and Scheduling (2 hrs.)
  - Agile Project Management (2 hrs.)
- Advanced Computer Assisted Design (CAD)/CAM (3 hrs.)
- Computer Assisted Design
  - 2D CAD Drafting (2 hrs.)
  - CAD Data Management (2 hrs.)
  - 3D CAD Modeling (2 hrs.)
- Database Design
  - Relational Database Design (2 hrs.)
  - Structured Query Language (SQL) (2 hrs.)
  - Data Modeling and Data Flow Diagrams) (2 hrs.)
- Electronic Record Management (0.5 hrs.)
- Manufacturing Resources Planning (1 hr.)

- SAP Management and Manufacturing Control Systems (1.5 hrs.)

### **Continuous Improvement Skills**

- Advanced Customer Communications and Awareness
  - Effective Communication Skills (1 hr)
  - Cross-Cultural Communication (1 hr)
  - Communication Technology Tools (1 hr)
  - Conflict Resolution (1 hr)
- Standard Operating Procedures (.5 hr)
- Effective Teams
  - Team Building (2 hrs.)
  - Emotional Intelligence (2 hrs.)
  - Cross-Cultural Collaboration (2 hrs.)
- Leadership / Coaching Skills
  - Communications and Interpersonal Skills (2 hrs.)
  - Decision Making (3 hrs.)
  - Change Management (2 hrs.)
  - Strategic Thinking and Vision (3 hrs.)
  - Personal Leadership Development (3 hrs.)
- Manufacturing Process Instruction (1 hr)
- Marketing Promotion and Strategy
  - Marketing Principles (2 hrs.)
  - Marketing Research (2 hrs.)
  - Marketing Analytics (1 hr)
- Multi-Cultural Customer Service Relationships
  - Service Excellence (2 hrs.)
  - Resilience and Stress Management (2 hrs.)
  - Building Customer Loyalty (2 hrs.)
- Process Improvement Training
  - Lean Six Sigma (2 hrs.)
  - Process Mapping (2 hrs.)
  - Root Mapping (2hrs.)
  - Root Cause Analysis (2 hrs.)
  - Statistical Process Control (3 hrs.)
- Process Improvement Training (2 hr)
- Product Marketing for Engineers (1.5 hr)
- Technical Presentation Skills (1 hr)



**Retrainee-Job Creation  
Training Proposal for:  
Mountain G Enterprises Inc.  
Contract Number: ET23-0339**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** Sacramento

**Analyst:** C. Kaiser

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative HUA	Industry Sector(s):	Services (G) Professional, Scientific Technology (54)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Butte, Fresno, Sacramento, Sonoma	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No International Brotherhood of Electrical Workers Local 1245		
Number of Employees in:	CA: 287	U.S.:287	Worldwide: 287
<u>Turnover Rate:</u>	19%		
<u>Managers/Supervisors:</u> (% of total trainees)	9%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$374,500

<b>Total ETP Funding</b>
\$285,200

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, HAZWOPER, OSHA 10/30	220	8-200	0-61	\$920	\$22.66
				Weighted Avg: 40			
2	Retrainee Priority Rate Job Creation Initiative	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, HAZWOPER, OSHA 10/30	60	8-200	0-61	\$1,380	\$20.00
				Weighted Avg: 60			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** Job Number 1: \$22.66 per hour for Butte, Fresno, Sacramento, and Sonoma. Job Number 2: \$18.54 per hour for Butte, Fresno, Sacramento, and Sonoma.

**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.

**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe

Up to \$2.16 per hour may be used to meet the Post-Retention Wage for Job Number 1.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1:</b>		
Administrative Staff	\$20.50 - \$25.00	15
	\$25.01 - \$60.18	10
Environmental Specialists	\$30.00 - \$60.00	13
Field Safety Staff	\$20.50 - \$25.00	3
	\$25.01 - \$40.87	7
Geospatial Information Scientist (GIS) Technicians	\$30.61 - \$53.95	12
Operations Managers	\$38.37 - \$75.00	27
Professional Development Staff	\$40.97 - \$52.27	8
Utility Foresters	\$20.50 - \$25.00	3
	\$25.01 - 49.56	97
Vegetation Management Inspectors	\$38.23 - \$77.28	25
<b>Job Number 2:</b>		
Administrative Staff	\$20.00 - \$25.00	2
Environmental Specialists	\$30.00 - \$49.00	14
Field Safety Staff	\$20.00 - \$25.00	1
Geospatial Information Scientist (GIS) Technicians	\$30.00 - \$45.00	5

Operations Managers	\$35.00 - \$55.00	5
Professional Development Staff	\$40.00 - \$49.00	3
Utility Foresters	\$20.00 - \$25.00	9
	\$25.01 - \$49.00	6
Vegetation Management Inspectors	\$38.00 - \$64.00	15

## **INTRODUCTION**

Founded in 2014 and headquartered in Folsom, Mountain G Enterprises Inc. (MGE) ([www.mgeinc.com](http://www.mgeinc.com)) provides general construction, vegetation management, and geographical data development and support for clients such as utility companies, the US Forest Service, and US Fish and Wildlife Service. Training under this proposal will be for the Company's four locations in Butte, Fresno, Sacramento, and Sonoma counties. This is MGE's second ETP Contract and the second in the last five years.

### **Veterans Program**

The Company does not track or actively recruit for Veterans at this time.

### **Union Support**

Vegetation Management Inspectors are represented by International Brotherhood of Electrical Workers Local Union 1245. The union has submitted a letter of support for this training project.

## **PROJECT DETAILS**

The prior Contract focused on training Utility Foresters on the basics of vegetation management and responding to wildfires as first patrollers for scouting and marking damaged trees for removal. For this proposal, MGE will focus training on long-term post fire clean up. Vegetation Management Inspectors, Field Safety Staff, Environmental Specialist Staff, Utility Foresters, and Geospatial Information Scientist (GIS) Technicians will be trained to effectively perform duties associated with Tree Assessment, Debris Cleanup Evaluation, Water Management, and Environmental Science.

MGE contracts with PG&E to help reduce overgrown vegetation and trees under or near power lines. MGE is expanding the amount of contracts it holds with PG&E and staff will need to meet PG&E training requirements in specific areas including data collection, customer interaction, tree interaction, and public speaking. All occupations must be trained in each specific area within the next three years. In addition, all occupations will receive training on PG&E's new data management system, OneVM.

### **Retrainee - Job Creation**

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage.

MGE is offering a new service, long-term post fire clean up for current and new customers, and will expand the amount of contracts with PG&E. The Company will hire 60 new employees (Job Number 2) to meet demands. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

## Training Plan

Training will be delivered via Class/Lab, E-Learning, and Computer-Based Training (CBT) methods. Training will be delivered by in-house experts and vendors as needed in the following:

**Business Skills:** Training will be offered to all occupations and focus on customer service skills. Training topics include Coaching Procedures, Financial Forecasting & Budgeting, and Operational Skills.

**Commercial Skills:** Training will be offered to Utility Foresters, Environmental Specialists, Field Safety Staff, GIS Technicians, Professional Development Staff and Operation Managers. Training will focus on vegetation identification and environmental science. Training topics include Tree Assessment, Laser Range Finder, and Soil Science.

**Computer Skills:** Training will be offered to all occupations and focus on the Company's software applications. Training topics include Enviro Specialists Software and PG&E Vegetation Management.

**Continuous Improvement:** Training will be offered to all occupations focused on process improvements. Training topics include Leadership, Project Management, and Green/Clean Skills.

## Certified Safety Training

1. OSHA 10/30. This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.
2. Hazardous Waste Operations and Emergency Response Standard (HAZWOPER). This training is a series of courses specifically designed for workers who handle hazardous substances as first-responders, or clean-up as needed at a hazard disposal or emergency site. It consists of 40 hours of classroom or CBT training, for workers stationed at the hazard site; and 24 hours for workers who visit the site (e.g., engineers). Field training is also required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. Each certification requires an 8-hour annual refresher course. This coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA. Trainees will not receive 40 hours unless they work full time onsite at the clean-up location.

## Computer-Based Training (CBT)

CBT will be provided to supplement class/lab which is a more convenient means of delivering basic training. Trainees will receive between 0-61 hours of CBT.

## Commitment to Training

MGE invests \$557,500 annually on training for all its California locations. Training includes new hire orientation and utility safety training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

## ➤ Training Infrastructure

Head of Administration will oversee the training project. The senior leadership team organizes all training schedules. Additionally, the Company has retained a third-party administrator with extensive ETP administration experience to work closely with staff to complete the project successfully.

### Impact/Outcome

- Utility Foresters will receive the following certifications: OSHA 30, Certified Tree Care Safety Professional, Certified Arborist by the International Society Arboriculture, Certified International Society Arboriculture Utility Specialist, and Tree Risk Assessment Qualification Certification
- Field Safety Staff will receive the following certifications: OSHA 30 and Certified Tree Care Safety Professional
- Professional Development Staff will receive the following certifications: OSHA 30, Certified Tree Care Safety Professional, and Certified Arborist by the International Society Arboriculture

### High Unemployment Area

Some trainees (Job Numbers 1 and 2) work in Fresno County, a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%.

However, the Company is not requesting a wage or retention modification.

### Alternate Recordkeeping

Staff has reviewed and approved the Company's request to use an alternate recordkeeping method.

### PRIOR PROJECTS

The following table summarizes Contractor's performance under an ETP Contract that was completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0180	Folsom	10/1/2020 – 9/30/2022	\$248,630	\$200,622 (81%)

### DEVELOPMENT SERVICES

Carrazco LLP, Innovative Tax Solutions in Sacramento assisted with development of this proposal for a flat fee of \$19,000.

### ADMINISTRATIVE SERVICES

Carrazco LLP, Innovative Tax Solutions will also perform administrative services for a fee not to exceed 13% of payment earned.

### TRAINING VENDORS

To Be Determined

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Business Skills**

- Administration
- Coaching Procedures
- Customer Service
- Communication Styles
- Dealing with Difficult People
- Employee Coaching
- Essential Skills for New Supervisor
- Financial Forecasting & Budgeting
- Interpersonal Communications
- Leadership
- Marketing/Sales Techniques & Strategy
- Operational Skills
- Planning and Organization
- Product Knowledge
- Project Management and Methodology
- Project Requirements Analysis and Specifications
- Strategic Planning
- Supervisor Skills
- Time Management

#### **Commercial Skills**

- Animal & Bird Identification
- Animal & Bird Life Cycles
- Arborist
- Debris Cleanup Evaluation
- Diagnosis of Plant Disorders
- Electricity Overview
- Endangered Native Animals, Plants, Trees
- Environment Impact Planning
- Environmental Science
- Integrated Vegetation Management
- Laser Range Finder
- Lightning Protection
- Plant Health Care
- Plant Identification
- Risk Management
- Soil Science
- Storm Preparation & Response
- Tree Assessment
- Tree Biology
- Tree Care

- Tree Identification
- Tree Nutrition
- Tree Support
- Tree Worker Safety
- Urban Forestry
- Utility Forestry
- Utility Lines Overview
- Utility Pruning
- Vegetation Management
- Vegetation Pests
- Water Management
- Wildfire Response
- Working with Trees
- Archaeologist Survey Training
- Cultural Resource Management
- North American Electrical System
- Principles of Arboriculture
- Tree Risk Assessment Qualification (TRAQ)
- Utility Vegetation Management

**Computer Skills**

- Collector App
- Consulting Utility Forester Software
- Enviro Specialists Software
- Geographic Information System Software
- Intermediate/Advanced Microsoft Office
- iOS
- OneVM
- PG&E Vegetation Management
- Tree ID App

**Continuous Improvement Skills**

- Cross Training
- Communication Skills
- Decision Making
- Leadership
- Process Improvement
- Production Operations/Workflow
- Project Management
- Problem Solving and Decision Making
- Team Building
- Teamwork Development Skills
- Time Management
- Green/Clean Skills
- Hazardous Materials Skills
- Hazardous Material Handling
- Hazardous Waste Cleaning

**HazWoper**

- HAZWOPER (40 – Hour Course)

**Safety Skills - OSHA 10 (Certified-OSHA Instructor)**

- OSHA 10

**Safety Skills - OSHA 30 (Certified-OSHA Instructor)**

- OSHA 30

**Computer-Based Training**

Trainees may receive any of the following:

**Commercial Skills**

- 2019 Community Wildfire Safety (35 Min)
- 2020 Security and Privacy Awareness (45 Min)
- 2021 Security and Privacy Awareness(45 Min)
- 2022 Code of Conduct Training (45 Min)
- 2022 Security and Privacy Awareness (45 Min)
- Abnormal Field Condition Reporting (45 Min)
- Advanced Distribution Management System (ADMS) Alarms Overview (30 Min)
- Arc-Flash Hazard Control Basic (30 Min)
- Assess Treatment of Resprouting (45 Min)
- Avian Protection Plan Comprehensive (45 Min)
- Avian Protection Plan for Vegetation Management (30 Min)
- Avian Protection Plan Overview (30 Min)
- Back Safety Basics & Update (0.5 hour)
- Basic Helicopter Safety (1 hour)
- Bulk Electric Systems (BES) Cyber System (30 Min)
- Bloodborne Pathogens (30 Min)
- Burned Redwood Evaluation(30 Min)
- Capital Accounting Training – IT (1.5 hours)
- Collector Rollout for PI (30 Min)
- Contractor Safety Awareness (30 Min)
- Cultural Resources Protection (60 Min)
- Cyber & Physical Security Awareness (30 Min)
- Desert Tortoise Training (30 Min)
- Dielectric Fluid Spill Response Training (45 Min)
- Electrical Vegetation Management Green and Amber ERTC (60 Min)
- Electrical Vegetation Management Scope Experienced Vegetation Patrollers (20 Min)
- Electrical Vegetation Management Scope60 - Experienced Vegetation Patrollers (60 Min)
- Electrical Vegetation Management Work Verification Inspection (30 Min)
- Electricity Overview (2 hours)
- Encountering Damaged Overhead Lines(30 Min)
- Enhanced Vegetation Management Scope 30(30 Min)

- Environmental Leadership (30 Min)
- Fire Danger Precautions (45 Min)
- Gas Rule 26 Web Based Training (WBT) (30 Min)
- GT GIS Web View Gas Operations (1 hour)
- Habitat Conservation (30 Min)
- Inter Dist Level Gen Customers (30 Min)
- Intro to Defined Scope(30 Min)
- Intro to Pre-Inspection Basics (45 Min)
- Major Woody Stem Exemptions (30 Min)
- Mapping Patrol Line Segments (45 Min)
- Permit Compliance(30 Min)
- Personal Safety Field Personnel (40 Min)
- PG&E Vegetation Management: Best Management Practices (30 Min)
- Pre-Inspector Tools and Practices (45 Min)
- Priority Tag Tool(30 Min)
- Power Safety Power Shutoff (PSPS) 101 (30 Min)
- Radio Frequency Safety Awareness (1.5 hours)
- Records and Information Management (45 Min)
- Rural Driving Safety(45 Min)
- Safety Net Training(30 Min)
- Skill Assessment for PI Basics (45 Min)
- Strike Tree Evaluation (30 Min)
- Substation Access Training for PG&E (30 Min)
- Tree Assessment Tool (45 Min)
- Tree Growth Potential (45 Min)
- Tree Strike Potential (45 Min)
- USFS Master Permits and Easements Class 1 Awareness (30 Min)
- Valley Elderberry Longhorn Beetle Environmental Awareness (30 Min)
- Valley Elderberry Longhorn Beetle Qualified Individual (VELB) (1 hour)
- Veg Control Equip Identification, Exemption, Claims & Refusal (30 Min)
- Veg Control, Fire Risk Assessment & Clearance Requirements (VC, FRA) (30 Min)
- Vegetation Management General Awareness (60 Min)
- Vegetation Management 911 Stand By Training (60 Min)
- Vegetation Management Environmental Review (30 Min)
- Wildfire Kickoff: Power Safety Power Shutoff (PSPS) Plan (1.5 hours)
- Wildfire Kickoff: Risk Mitigation (1.5 hours)
- Wildifire: External Engagement (1.5 hours)

#### **Safety Skills - OSHA 10 (Certified-OSHA Instructor)**

- Bloodborne Pathogen (1 hour)
- Confined Space: Permit Required (0.5 hour)
- Electrical Safety (1 hour)
- Eye Safety (0.5 hour)
- Fall Protection (1 hour)
- Fire Protection and Prevention (0.5 hour)
- Hazard Communication (1 hour)
- Industrial Ergonomics (0.5 hour)

- Introduction to OSHA (0.5 hour)
- Lockout/Tagout (1 hour)
- Machine Guarding (1 hour)
- Personal Protective Equipment (0.5 hour)
- Walking and Working Surfaces (1 hour)

IBEW Local Union 1245  
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Sr. Assistant Business Manger  
707-330-2500  
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# IBEW 1245

THE POWER IS IN OUR HANDS

BOB DEAN, BUSINESS MANAGER  
CECELIA DE LA TORRE, PRESIDENT

September 10, 2022

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

We understand the Mountain G Enterprises, Inc. is requesting ETP funding. The proposed training plan for the specified members has our support. The approximate number of trainees from the following occupations will be participating in this project: 130 Vegetation Management Inspectors.

### Exhibit E

The Union with respective Local(s) has received a Notice of Intent to train Collective Bargaining agreement represented workers. In accordance with ETP regulation 4404, the Notice of Intent contained the information regarding the proposed training, the impacted employee population, the labor organization opportunity to participate in the agreement's development, and the effective date of the application.

By way of this letter of support, the undersigned, as an authorized labor representative of the covered union workers during the period of training described above concurs with the proposal, inclusive of the specified training and the covered members in the training plan reviewed. Any restrictions to the support provided which are outside of the specifics of the training plan approved by the Panel are between the Contractor and the Union as a condition of continued support.

Sincerely,

A handwritten signature in black ink, appearing to read "Ralph Armstrong".

Ralph Armstrong  
Senior Assistant Business Manger  
IBEW Local Union 1245



Retrainee-Job Creation

**Critical Proposal for:**

**TAE Technologies, Inc.**

**Contract Number: ET23-0375**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** Sacramento

**Analyst:** J. Dongallo

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative	Industry Sector(s):	Services (G) Professional, Scientific Technology (54)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 235	U.S.:246	Worldwide: 246
<u>Turnover Rate:</u>	1%		
<u>Managers/Supervisors:</u> (% of total trainees)	8%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$594,000

<b>Total ETP Funding</b>
\$270,250

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills Comm. Skills, Computer Skills, Cont. Impr.	170	8-200	0-7	\$920	\$26.00
				Weighted Avg: 40			
2	Job Creation Initiative Priority Rate Retrainee	Business Skills Comm. Skills, Computer Skills, Cont. Impr.	90	8-200	0-7	\$1,265	\$26.00
				Weighted Avg: 55			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** Job Number 1: \$22.66 per hour for Orange County.  
 Job Number 2 (Job Creation): \$18.54 per hour in Orange County.  
**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.  
**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe  
 Although employer provides health benefits, they are not being used to meet Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1: Retrainee</b>		
Administrative Staff	\$26.00 - \$81.00	25
Engineers	\$38.00 - \$86.00	45
IT Staff	\$26.00 - \$81.00	15
Operators	\$26.00 - \$74.00	35
Scientists	\$29.00 - \$87.00	50
<b>Job Number 2: Job Creation</b>		
Administrative Staff	\$26.00 - \$81.00	5
Engineers	\$38.00 - \$86.00	25
IT Staff	\$26.00 - \$81.00	10
Operators	\$26.00 - \$74.00	20
Scientists	\$29.00 - \$87.00	30

**CRITICAL PROPOSAL**

TAE Technologies, Inc. is designated as a “Critical Proposal” recommended by the Governor’s Office of Business and Economic Development (GO-Biz) based on the Company’s continued planned, expansion and commitment to adding jobs in California. The Company’s operations will expand with new fusion technology within its facility and will add approximately 230 jobs within

the next couple years. Training under this proposal will provide staff with extensive training on GPU Programming - NVidia, Product Data Management (PDM) and WarpX PIC Code (Particle-In-Cell).

## **INTRODUCTION**

Founded in 1998 and located in Lake Forest, TAE Technologies, Inc. (TAE) ([www.tae.com](http://www.tae.com)) produces commercial fusion power for the cleanest environmental profile. The Company's revolutionary technologies have produced a robust portfolio of commercial innovations in large adjacent markets such as power management, energy storage, electric mobility, fast charging, life sciences, and more. Training will take place at the Company's single location in Lake Forest. This will be the Company's first ETP Contract.

### **Veterans Program**

Although there is not a dedicated Veterans job number, TAE is committed to hiring and retraining Veterans. In addition, the Company has a Veterans outreach program through online employment websites for recruiters to source and contact Veterans.

## **PROJECT DETAILS**

In recent years, TAE has seen an increase in demand for its clean energy services. The depletion of natural energy resources, along with the negative environmental challenges to the planet, has heightened the need for a transformational energy source capable of sustaining the planet for thousands of years. With 1,800 patents worldwide including 1,100 that have already been granted, the Company aims to provide training for the development of additional patents with the goal of increasing environmental energy producing solutions to clean energy customers.

TAE will also focus on training for the Company's day-to-day operations to develop new strategies, increase short-term cost-saving opportunities, and improve performance to ensure that its operation infrastructures are aligned with quality customer service. The Company is developing adaptive and interactive platforms to manage costs and measure consumer needs and expectations. The training will ensure compliance with all regulatory changes and technological requirements are met while improving quality processes, outcomes and measures. Additionally, enhancing employee skills will enable TAE to remain competitive within the fusion energy industry and offer greater workplace promotional opportunities.

Lastly, TAE remains committed to creating promotional growth opportunities for its workforce and has developed structured training plans aimed at expanding skill sets and creating a positive working environment to encourage retention and promotion. Training in Communication Skills, Conflict Management, Operational Skills, Product Knowledge, Strategic Planning, and Team Engagement will not only equip trainees with transferable skills but also promote and reinforce the Company's culture.

### **Retrainee - Job Creation**

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage.

The Bureau of Labor Statistics predicts that the fusion power industry will continue to see approximately 8% growth from 2021 to 2031. In addition, the Company has grown faster than the industry average over the past few years. Since 2019, TAE staff has almost doubled in population from 145 employees to 246 employee worldwide. TAE will hire 90 new staff to meet the industry service demands.

The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

## **Training Plan**

Training will be delivered via Classroom/Laboratory, E-Learning methods and Computer-Based Training (CBT) by in-house experts and vendors as needed in the following:

**Business Skills:** Training will be offered to all occupations and will provide the skills to effectively and efficiently maintain business operations. Training topics include Customer Relations, Interpersonal Skills, Leadership Training, Operational Skills, Product Knowledge and Strategic Planning.

**Commercial Skills:** Training will be offered to Engineers, Operators and Scientists. Training focuses on proper handling of technological products, compliancy and operating procedures. Training topics include 3xD PDM, Change Control Board Process Awareness, Crane & Rigging, Design Standards, Fall Protection, Geometric Dimensioning and Tolerancing, Operator Training, Rate of Rise, WarpX Particle-In-Cell, and Water Chemistry Analysis.

**Computer Skills:** Training will be offered to all Administrative Staff and IT Staff. Training will improve software skills. Training topics include Advanced Excel Training, Human Resources Information Software System, Intermediate/Advanced Microsoft Office, and SharePoint Training.

**Continuous Improvement:** Training will be offered to all occupations and will focus on eliminating waste and improving Company processes. Training topics include Document Control Training, Export Control Training, Leadership and Coaching Skills, SolidWorks PDM Training.

## **Computer-Based Training (CBT)**

CBT will be provided to supplement class/lab which is a more convenient means of delivering basic training. Trainees will receive between 0 - 7 hours of CBT.

## **Commitment to Training**

TAE has an annual training budget of \$30,000 and includes new hire orientation, product training, staff development and safety training.

TAE represents that ETP funds will not displace its existing financial commitment to training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

### ➤ Training Infrastructure

TAE has a Senior Human Resources Manager and staff members dedicated to overseeing this project. A HR training coordinator will assist in determining the classes as well as track progress. Additionally, Executive Management remains dedicated to the training plan and advocates for it as part of staying competitive within the industry. The Company has a detailed training schedule in place and is ready to start training upon approval.

## **DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Business Skills**

- Communication Skills
- Conflict Management
- Customer Relations
- Interpersonal Skills
- Leadership Training
- Operational Skills
- Product Knowledge
- Strategic Planning
- Team Engagement

#### **Commercial Skills**

- 3xD Product Data Management (PDM)
- Aerial Lift
- CAD Practices
- Catia
- Change Control Board Process Awareness
- Control Room Staff
- Crane & Rigging
- Cross Training
- Design for Vacuum
- Design Standards
- Drafting Standards
- Fall Protection
- Geometric, Dimensioning and Tolerancing (GD&T)
- GPU Programming – Nvidia
- Jira/Confluence
- LabVIEW Software
- Laser Safety Orientation
- Machine Access General Information
- Master cam
- Operator Training
- Powered Industrial Trucks
- Product Data Management (PDM)
- Python Maintenance Training
- Rigging
- Rate Of Rise (ROR)
- Soldering Training
- Solidworks
- Swagelok Fitting Connections
- Vacuum Boundary Connections
- Vacuum Cleanliness Training

- Vacuum Technology
- Venting and Pump-Down Operations
- WarpX PIC Code (Particle-In-Cell)
- Water Chemistry Analysis
- WaterPad Operations & Prevention Maintenance
- Welding & Orbital Welding Training

### **Computer Skills**

- Advanced Excel Training
- Human Resources Information Software System
- Intermediate/Advanced Microsoft Office
- NetSuite Management System
- Proprietary Software
- SharePoint Training

### **Continuous Improvement Skills**

- Document Control Training
- Export Control Training
- Leadership and Coaching Skills
- SolidWorks PDM Training

### **Computer-Based Training**

Trainees may receive any of the following:

#### **Commercial Skills**

- C-2W Machine Access Control Policy (1 hour)
- Confined Space Entrant/Attendant (1 hour)
- Crane & Rigging (1 hour)
- Electrical Boundaries > 50V (36 mins)
  - Part 1: Electrical Shock and Arc Flash (10mins)
  - Electrical Boundaries and Protections (8 mins)
  - Capacitors Arc Flash Risks (7mins)
  - Energy Control (11 mins)
- Fall Protection (1 hour)
- Laser Safety Orientation (1 hour)
- Powered Industrial Trucks (1 hour)



**Training Proposal for:  
Varni Brothers Corporation**

**Contract Number: ET23-0341**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** Sacramento

**Analyst:** J. Fetsch

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate HUA	Industry Sector(s):	Manufacturing (E)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Stanislaus	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 180	U.S.: 180	Worldwide: 180
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	2%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$122,930

<b>Total ETP Funding</b>
\$112,332

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate HUA	Business Skills, Computer Skills, Cont. Improv. Manufacturing Skills, PL- Manufacturing Skills	148	8-200	0	\$759	\$17.00
				Weighted Avg: 33			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** Job Number 1: \$17.00 per hour in Stanislaus County.  
**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.  
**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe  
 \$0.50 per hour may be used to meet the Post-Retention Wage in Job Number 1.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Production Worker	\$16.50-\$20.00	45
	\$20.01-\$25.00	29
	\$25.01-\$50.00	38
Administrative Staff	\$18.00-\$20.00	7
	\$20.01-\$25.00	4
	\$25.01-\$50.00	12
Facilities	\$16.50-\$20.00	9
	\$20.01-\$25.00	3
	\$25.01-\$40.00	1

**INTRODUCTION**

Founded in 1933 and headquartered in Modesto, Varni Brothers Corporation (Varni Bros) ([www.vbcbotling.com](http://www.vbcbotling.com)) is a beverage co-packer and manufacturer of carbonated sodas, wine drinks, cider drinks, and energy drinks. Customers include beverage manufacturers such as: PepsiCo, Rockstar Energy and E&J Gallo Winery. This is Varni Bros first ETP contract. Training will be provided at the Company’s location in Modesto.

**Veterans Program**

Although this project does not have a Veteran Job Number and does not actively recruit Veterans, the Company values the Veteran workforce.

## **PROJECT DETAILS**

Varni Bros has developed a training plan that focuses on a new ERP system, Batchmaster, new automation machine, and cross-training staff. Varni Bros invested \$85,000 in a SAP ERP system in 2022 to integrate and improve the management of core business processes and procedures the implementation however was put on hold for 6 months due to resource limitations. Implementation of this ERP system is necessary for all staff as they will must navigate and proficiently use the system to perform their job duties.

Varni has added automation equipment to its variety pack line, batch room and pasteurizations. The automation equipment will increase production capabilities and decrease waste. Training on this new equipment is necessary to provide trainees with updated and transferable manufacturing skills.

Lastly, Varni Bros wants workers to become skilled in more than one position in the production line. Cross-training will expose trainees to more skills, generating more avenues of upward mobility.

### **Training Plan**

Training will be delivered via Class/Lab, E-Learning and Productive Lab (PL) in the following:

**Business Skills:** Training will be offered to all occupations. Training will provide staff with the knowledge and skills to run a business effectively. Training topics include Operational Skills, Planning and Organization, and Time Management.

**Computer Skills:** Training will be offered to all occupations. Training will focus on integrating the Company's new ERP system. Training topics include Batchmaster (ERP), and Microsoft Office (Intermediate and Advanced).

**Continuous Improvement:** Training will be offered to all occupations. These skills will enable employees to improve quality, productivity, and food safety. Training topics include Lean Manufacturing, Process Improvement, and Statistical Analysis.

**Manufacturing Skills:** Training will be offered to Production Workers and will provide skills necessary to operate equipment effectively. Training topics include Automation, Equipment Operation, and Process Logic Control.

### **Productive Laboratory**

Trainees may produce goods for profit as part of the PL training in the courses identified under the Curriculum. The instructor must be dedicated to training delivery during all hours of training.

Varni Bros will train Production Staff in PL-Manufacturing. PL will allow trainees to perform their duties while safely developing their skills. Trainees will receive hands-on training in Depalletizer, Automated Palletizer, Canning Machine Line, Mixers, and Blenders. PL training will supplement the courses listed in class/lab training.

The Company is requesting up to 8 hours of PL training under constant supervision with a 1:2 trainer-to-trainee ratio. Production is expected to be lower during PL as the trainer will coach and mentor the trainees. All training will be under the direct supervision of a qualified instructor, who has been certified by the manufacturer, and training will be directly related to the trainee's job requirements.

## **Commitment to Training**

Varni Bros invests \$100,000 on training annually. Training includes safety, orientation, and harassment prevention training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

### ➤ Training Infrastructure

The Controller with the assistance of the HR Administrator and the Payroll Administrator will be responsible for overseeing all training aspects of the project including scheduling training, collecting rosters. The Company has retained the services of an experienced administrative subcontractor to assist with the ETP Project.

## **High Unemployment Area**

Trainees in Job Number 1 work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's location in Stanislaus County is in an HUA.

### ➤ Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the pre-retention wages. Varni Bros is requesting a wage modification from \$22.66 per hour to \$17.00 per hour for Job Number 1.

Approximately 80 Administrative Staff, Production Workers, and Facilities trainees in Job Number 1 will need the wage modification.

## **DEVELOPMENT SERVICES**

Carrazo LLP Innovative Tax Solutions in Sacramento assisted with development of this proposal for a flat fee of \$11,200.

## **ADMINISTRATIVE SERVICES**

Carrazo LLP Innovative Tax Solutions will also perform administrative services for a fee not to exceed 13% of payment earned.

## **TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Business Skills**

- Dealing with Difficult People
- Develop Employee Accountability
- Essential Skills for New Supervisor
- Operational Skills
- Planning and Organization
- Strategic Planning
- Supervisor Skills
- Time Management

#### **Computer Skills**

- Batchmaster (ERP)
- Intermediate/Advanced Microsoft Office

#### **Continuous Improvement Skills**

- Communication Skills
- Leadership
- Lean Manufacturing
- Meeting Management
- Process Improvement
- Production Scheduling
- Production Operations/Workflow
- Process Improvement
- Problem Solving and Decision Making
- Statistical Analysis
- Team Building

#### **Manufacturing Skills**

- Automation
- Cross-Training in Production Equipment/Skills
- Changeover Procedures
- Diagnostics
- Electrical and Electronics
- Equipment Operation
- Food Processing: Meat, Canning, Fruit and Vege Processing
- Inventory Control
- Machine Operation
- Machine Maintenance
- Manufacturing Practices
- Mixing
- Pasteurization

- Process Logic Control
- Production Operations
- Troubleshooting
- Warehousing

**Productive Lab (Trainer-to-Trainee Ratio 1:2)**

Trainees may receive any of the following:

**Manufacturing Skills**

- Automation
- Automated Palletizer
- Blenders
- Canning Machine Line
- Changeover Procedures
- Diagnostics
- Depalletizer
- Electrical and Electronics
- Equipment Operation
- Food Processing: Meat, Canning, Fruit and Vege Processing
- Inventory Control
- Machine Operation
- Machine Maintenance
- Manufacturing Practices
- Mixers
- Pasteurization
- Process Logic Control
- Production Operations



**Training Proposal for:**  
**San Joaquin County Economic Development Association**

**Contract Number: ET23-0357**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** Sacramento

**Analyst:** J. Fetsch

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate SB <100 SET HUA	Industry Sector(s):	MEC (H) Manufacturing (33) Trade Wholesale (42) Construction (23)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Joaquin	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$258,060		\$17,952 8%		\$276,012

In-Kind Contribution:	50% of Total ETP Funding Required	\$224,400
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate HUA	Business Skills, Comm Skills, Computer Skills, Cont. Impvt, Mfg Skills	327	8-200	0	\$738	\$17.00
				Weighted Avg: 30			
2	Retrainee Priority Rate SB <100 HUA	Business Skills, Comm Skills, Computer Skills, Cont. Impvt, Mfg Skills	10	8-200	0	\$738	\$17.00
				Weighted Avg: 30			
3	Retrainee Priority Rate SET HUA	Business Skills, Comm Skills, Computer Skills, Cont. Impvt, Mfg Skills	10	8-200	0	\$738	\$17.00
				Weighted Avg: 30			
4	Retrainee Priority Rate SB<100 SET HUA	Business Skills, Comm Skills, Computer Skills, Cont. Impvt, Mfg Skills	15	8-200	0	\$738	\$17.00
				Weighted Avg: 30			
5	Retrainee SB<100 SET HUA	Business Skills, Comm Skills, Computer Skills, Cont. Impvt, Mfg Skills	12	8-200	0	\$738	\$17.00
				Weighted Avg: 30			

\*Post-Retention Wage is the Contractual Wage

**Minimum Wage by County:** Job Numbers 1-5 (HUA): \$17.00 per hour in San Joaquin County.

**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.

**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe

Participating employers may use up to \$2.50 per hour in health benefits to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Fiber Optic Installer	\$17.00-\$20.00	3
	\$20.01-\$25.00	3
	\$25.01-\$50.00	2
Administration Staff	\$20.00-\$25.00	2
	\$25.01-\$50.00	3

Machinist	\$31.88-\$41.44	2
Mechanic Helper	\$24.26-\$25.00	1
	\$25.01-\$31.53	5
Mechanic	\$31.88-\$44.69	55
Quality Clerk	\$17.00-\$20.00	4
	\$20.01-\$24.00	2
Quality Inspector	\$19.83-\$20.00	2
	\$20.01-\$25.00	18
	\$25.01-\$31.00	11
Tungsten Inertia Gas Welder	\$31.46-\$48.00	6
Producer	\$20.00-\$25.00	2
Remanufacturing Technician	\$17.00-\$20.00	94
	\$20.01-\$25.00	100
	\$25.01-\$50.00	56
Machine Operator	\$20.00-\$25.00	1
CNC Programmer	\$25.00-\$30.00	1
Welder	\$20.00-\$25.00	1

## **INTRODUCTION**

Established in 1963 and headquartered in Stockton, San Joaquin County Economic Development Association (SJC) ([www.sjworknet.org](http://www.sjworknet.org)) serves as a one-stop economic development and business resources center committed to meeting the needs of business, industry, and the community through a number of programs and initiatives in San Joaquin County. The Company's business resources include skilled workforce training, business financing, business advocacy, and business retention and expansion programs. SJC also recruits for companies with job openings and is proactive in layoff aversion efforts.

SJC maintains close working relationships with local employers, local municipalities, the San Joaquin County Employment and Economic Development Department, and the local Chamber of Commerce. This is SJC's second ETP Contract and second in the last five years.

### **Veterans Program**

SJC does not actively recruit Veterans, however participating employers may employ Veterans.

## **PROJECT DETAILS**

Participating employers are looking to improve employee skills to address changes in the workforce and meet future demand. The global economy and tight labor market underscore the need for training to bolster competitiveness and financial viability. Companies are also looking to streamline processes and increase efficiency.

Additionally, as automation and artificial intelligence perform more tasks, there continues to be massive disruption resulting in the elimination or curtailment of jobs in traditional occupations across the industrial spectrum. However, the new economy and continual evolution of technology is also transforming the job market and presenting new opportunities. Employers are tasked with finding workers that either have the incumbent education and skills or have access to relevant

training as proposed in this application. Therefore, a wider array of education and skills-building programs need to be introduced to satisfy emerging and growth industry workforce demands and bolster the employers' competitiveness.

## Training Plan

Customized training for individual employers will be provided at the employers' facilities. Trainings will be provided to trainees via Class/Lab and E-Learning.

**Business Skills:** Training will be provided to all occupations. Training is intended to provide the skills to effectively and efficiently maintain business operations. Training topics include Customer Relationship Management, Planning and Organization, and Project Management.

**Commercial Skills:** Training will be provided to all occupations. These courses are intended to improve efficiencies in installation projects. Topics include Fiber Optic Installation, Structured Cabling, and Best Practices for Installation.

**Computer Skills:** Training will be provided to all occupations. Training will be provided to improve software competencies. Training topics include CAD/CAM, Smart Draw/Visio, and Wireless Networking Administration.

**Continuous Improvement:** Training will be provided to all occupations. Training will focus on lean management operations. Training topics include Kaizen, Lean Manufacturing and Project Management.

**Manufacturing Skills:** Training will be provided to all occupations with the exception of Administration Staff. Training is focused on equipment operation and technical skills. Topics include Equipment Operations, Maintenance Troubleshooting, and Production Operations.

## High Unemployment Area

Trainees in Job Numbers 1 and 2 work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's locations in San Joaquin County are in an HUA.

### ➤ Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the pre-retention wages. SJC is requesting a wage modification from \$22.66 per hour to \$17.00 per hour in Job Numbers 1 and 2. Approximately 150 Remanufacturing Technicians, Administration Staff, and Fiber Optic Installers will need the wage modification.

## Special Employment Training

Under Special Employment Training (SET), the participating employer is not required to demonstrate out-of-state competition. To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention period.

### ➤ Wage Modification

Trainees in Job Numbers 3-5 work in an HUA. This is a region with unemployment exceeding the state average by 25%. The Company's locations in San Joaquin County are in an HUA.

These trainees qualify for the ETP Minimum Wage rather than the Statewide Average Hourly Wage. The Panel may modify the ETP Minimum Wage for these trainees by up to 25% if post-retention wages exceed the pre-retention wages. SJC is requesting a wage modification from \$30.90 per hour to \$17.00 per hour in Job Numbers 3 and 4; and \$41.20 per hour to \$17.00 per hour in Job Number 5. Approximately 35 Administration Staff, Mechanic Helpers, Quality Clerks, Quality Inspectors, and Producers will need the wage modification.

### **Commitment to Training**

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

#### ➤ Training Infrastructure

Training will be delivered primarily at participating employers' worksites, with occasional center-based classes for employers with similar training needs. SJC's Analyst III and two additional staff members will oversee the administration of the ETP Contract.

### **Marketing and Support Costs**

Marketing consists of mail, email, and direct face-to-face outreach. Support costs of 8% will be used to recruit additional participating employers and assess employer specific job training requirements throughout the term of the project. Staff recommends the 8% support costs for Job Numbers 1-5.

### **Trainer Qualifications**

Training will primarily be delivered by vendors. However, some training may also be provided by participating employers' experienced trainers.

### **Tuition Reimbursement**

SJC represents that students enrolled in the ETP-funded program will not be charged tuition, fees, or any other costs associated with training. The representation will be made a condition of the Contract.

### **PRIOR PROJECTS**

The following table summarizes Contractor's performance by SJC under an ETP Contract that was completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned	
				\$	%
ET19-0241	Stockton	11/5/2018-11/4/2020	\$194,772	\$166,481	(85%)

### **DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Business Skills**

- Strategic Planning
- Conflict Resolution
- Customer Relationship Management
- Cost Control
- Marketing/Sales Techniques
- Negotiating
- Planning and Organization
- Product Knowledge
- Project Management
- Retaining Customers
- Business Performance
- Payroll System
- Financial Strategies
- Inventory Control
- Accounting Management
- Motivation Skills
- Effective Supervision
- Supervisor Skills

#### **Commercial Skills**

- Fiber Optic Theory and Installation
- Fiber Optic Communication Systems
- Termination, Testing and Splicing
- Fiber Optic Network Design
- Fiber Optic Installation
- Industry Standards on Fiber Cabling
- Factors Affecting Fiber Performance
- Fiber Cable Construction and Applications
- Fusion Splicing, Testing and Troubleshooting
- Surveillance System
- Network Video Solutions
- Network Cameras
- Camera Applications
- Video Encoders
- Video Management Software
- Network Design Solutions
- Structured Cabling
- Copper Cabling System Installation
- System Overview
- Cable Management
- Best Practices for Installation

- Troubleshooting, Termination, Testing, and Labeling

**Computer Skills**

- CAD/CAM
- Smart Draw/Visio
- Microsoft Suite (Intermediate/Advanced only)
  - Microsoft Word
  - Microsoft Outlook
  - Excel
  - PowerPoint
- Wireless Networking Administration

**Continuous Improvement Skills**

- Problem Solving/Decision Making
- Root Cause Analysis
- Teambuilding
- Improving Workflow
- Eliminating Waste
- Quality Control
- 5S
- Kaizen
- Lean Manufacturing
- Process Improvement
- Leadership/Coaching
- Process Capability
- Process and Change Implementation Practices

**Manufacturing Skills**

- Equipment Operations
- Standard Procedures
- Maintenance Troubleshooting
- Assembly Process Control
- Manufacturing Practices
- Warehousing
- Production Operations
- Machine Safety

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: San Joaquin County Economic Development Association CCG No.: ET23-0357  
Reference No: 22-1055 Page 1 of 2

ALPHABETIZE BY COMPANY NAME

Company: Advance Data Communications Priority Industry?  Yes  No

Address: 167 D'Arcy Parkway

City, State, Zip: Lathrop, CA, 95330

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 15 Small Business?  Yes  No

Total # of full-time company employees worldwide: 15

Total # of full-time company employees in California: 15

Company: Aero Turbine Priority Industry?  Yes  No

Address: 6800 South Lindbergh St.

City, State, Zip: Stockton, CA, 95206

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 97 Small Business?  Yes  No

Total # of full-time company employees worldwide: 220

Total # of full-time company employees in California: 120

Company: Farmers Insurance Priority Industry?  Yes  No

Address: 829 Rosemarie Lane

City, State, Zip: Stockton, CA, 95207

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1 Small Business?  Yes  No

Total # of full-time company employees worldwide: 2

Total # of full-time company employees in California: 2

Company: Inertia Engineering Priority Industry?  Yes  No

Address: 6665 Hardaway Rd.

City, State, Zip: Stockton, CA, 95215

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 10 Small Business?  Yes  No

Total # of full-time company employees worldwide: 80

Total # of full-time company employees in California: 70

ALPHABETIZE BY COMPANY NAME

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: San Joaquin County Economic Development Association CCG No.: ET23-0357  
Reference No: 22-1055 Page 2 of 2

Company: Tesla Priority Industry?  Yes  No

Address: 18260 South Harland Rd.

City, State, Zip: Lathrop, CA, 95330

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 250 Small Business?  Yes  No

Total # of full-time company employees worldwide: 129,871

Total # of full-time company employees in California: 41,819

Company: Vanderlans & Sons Inc. Priority Industry?  Yes  No

Address: 1320 South Sacramento St.

City, State, Zip: Lodi, CA, 95240

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 8 Small Business?  Yes  No

Total # of full-time company employees worldwide: 46

Total # of full-time company employees in California: 44



**Training Proposal for:**

**Viticulture and Enology Technician  
Apprenticeship Program**

**Contract Number: ET23-0965**

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** PPU-Central Office

**Analyst:** K. Alexander-Paiva

**PROJECT PROFILE**

Contract Attributes:	Apprenticeship Retrainee Priority Rate	Industry Sector(s):	MEC (H) Agriculture (B)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Diego, Riverside	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$34,560		\$2,385 8%		\$36,945
In-Kind Contribution:	50% of Total ETP Funding Required			Inherent

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Apprentice	Comm'l Skills, OSHA 30	15	8-200	0	\$2,463	\$22.66
				Weighted Avg: 144			

**\*Post-Retention Wage is the Contractual Wage**

<p><b>Minimum Wage by County:</b> \$22.66 per hour in San Diego and Riverside Counties.</p> <p><b>Health Benefits:</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No This is employer share of cost for healthcare premiums – medical, dental, vision.</p> <p><b>Used to meet the Post-Retention Wage?:</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Maybe</p>
--

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Apprentice - Enology Technician, Viticulture Technician	\$22.66 - \$25.00	15

**INTRODUCTION**

Established in 2016 through partnership with the San Diego County Vintners Association, the Viticulture and Enology Technician Apprenticeship Program (VETAP) (<https://www.sdvtap.org/>) offer apprenticeships to those who are pursuing training in Viticulture. The program offers training in both the Enology Technician and Viticulture Technician. A pre-apprenticeship program was also created, which provides an immersive experience for those interested in the apprenticeship program, however, only the apprentices will participate in the ETP project. The Viticulture Technician’s will be trained in vineyard operations with work concentrated on agriculture and growing operations. The Enology Technician will be trained in winery operations, focused on the public facing aspect of wineries. VETAP has created a multi-faceted training plan that will help address the needs of the wine industry. Graduates of the program will understand all aspects of wine making, from growing the grapes to production and sales. This will be VETAP’s first ETP Contract.

**Veterans Program**

VETAP works to recruit Veterans, Women, Minorities, Youth and Ex-Offenders into the program. VETAP focuses on Diversity, Equity and Inclusion efforts and outreaches to many organizations as a result. These include: Natural Action, a nonprofit that works to expose and educate Black, Indigenous, and People of Color (BIPOC) students to the wine industry; Hispanics in Wine which showcases Hispanic and LatinX roots in the wine industry; Wine Unify which amplifies the voices of people of color in the industry; Batonnage which advocates for women in the industry; The Roots Fund which works to enrich the lives of people of color in the wine industry; and the Mexican American Vintners Association which advocates and supports the contributions of Latinos in the wine industry.

## **Apprenticeship Program**

The Panel funds Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by the Division of Apprenticeship Standards (DAS). ETP funding supplements cost of delivery for the Related and Supplemental Instruction portion of DAS-approved apprenticeship training. Apprenticeship programs vary in length. In this project the program is two years. The curriculum is developed with input from DAS and a designated Local Educational Agency (in this case Mira Costa College).

To ensure ETP does not displace Montoya Funds, Apprentice reimbursement is reduced by \$7, reducing the priority industry rate from \$23 to \$16 per class/lab hour.

## **PROJECT DETAILS**

According to the USDA's 2021 crush report San Diego, Riverside, Orange and Imperial Counties have the 3rd highest valued wine grapes in California, just behind Napa and Sonoma Counties. The Centers of Excellence May 2021 study of Wine Industry and Hospitality for the Inland Empire/Desert Region predicts that there will be a 20% increase in the need for jobs in Wine Production adding 7,886 over the next 5 years, approximately 1,314 per year. Hence, the program was created to meet the critical needs of the employers in Riverside and San Diego County. Highlighting this, VETAP's Board of Directors include representatives from San Pasqual Winery, Highland Hills Winery, Hungry Hawk Vineyards and Pacciolo Vineyard.

As the demand for Viticulture and Enology Technicians, continues to grow VETAP's program will train apprentices on critically needed skills that include filtration, irrigation, pruning, fertilization, harvest, equipment uses, and maintenance. Trainees will also learn to operate general and complex winery equipment. In addition, the curriculum will also focus training on filtering machine operations. VETAP has purchased a mobile filtering machine to provide critical skills training for their apprentices. While some larger wineries can produce enough revenue to have this machine onsite, a mobile option does not currently exist in San Diego and Riverside counties. Training on the filtering machine, alongside the apprentice curriculum will allow employers in the SoCal area to hire thoroughly trained apprentices, enabling the local employers to stay competitive in the industry.

If funded, approximately 15 apprentices will be trained over a 21-month training period. Training will be delivered via class/lab by trainers who are subject matter experts. Graduates of VETAP will be ready to work with vineyard management companies or as consultants to boutique and private growers.

## **Training Plan**

Training will occur via Classroom/Laboratory at Mira Costa Community College and Mt. San Jacinto College. In addition, training on the filtering machine will occur at employers' sites.

**Commercial Skills:** This training will be offered to all occupations and will include topics such as Introduction to Wine Production, Vineyard Production and Management, Winery Operations and Management, Horticulture Science, Irrigation and Water Management.

## **Certified Safety Training**

OSHA 30. This training is a series of courses "bundled" by industry sector and occupation. It consists of 30 hours of classroom or CBT training for frontline supervisors. The coursework is

geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

### **Wage Modification**

The post-retention wage for Apprentice trainees is the modified SET wage although the Panel may accept the ETP Minimum Wage for retraining on a case-by-case basis, for good cause. After training completion, trainees are placed with employers in the Greater San Diego Area. VETAP is requesting a wage modification to the Retrainee Wage of \$22.66 for San Diego and Riverside Counties. This will align with the wages in the industry in the San Diego and Riverside areas.

### **Marketing and Support Costs**

VETAP works with nonprofit outreach organizations like Natural Action to further promote and recruit individuals for this training program. Application announcements for the program are circulated to local, state and federal agencies; high schools and community colleges; and community-based organizations. In addition, VETAP works closely with employer associations such as the San Diego County Vintners Association, Ramona Valley Vineyard Association and Temecula Valley Wine Makers. VETAP requests and staff recommends 8% support costs for Job Numbers 1.

### **Commitment to Training**

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

#### Training Infrastructure

The project will be overseen by the Program Director, with administrative oversight by the Program Manager with assistance from the Program Coordinator. The Program Manager and Coordinator will coordinate with Mira Costa Community College and Mt. San Jacinto College to collect training records.

### **Tuition Reimbursement**

VETAP represents that students enrolled in the ETP-funded program will not be charged tuition, fees, or any other costs associated with training. The representation will be made a condition of the contract.

### **DEVELOPMENT SERVICES**

N/A

### **ADMINISTRATIVE SERVICES**

N/A

### **TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Commercial Skills**

##### **Enology Technician Topics**

- Sensory Analysis of Wines
- Wines of California
- Introduction to Wine Production
- Vineyard Production and Management
- Winery Operations and Management
- Introduction to Viticulture
- Introduction to Enology
- Wine Hospitality
- Introduction to Winery Business Principles
- Della Toffallo Cross-Flow Filters
- Cross-Flow Filter Operation
- Cross-Flow Filter Maintenance

##### **Viticulture Technician**

- Soil Science
- Irrigation and Water Management
- Integrated Pest Management
- Vineyard Production and Management
- Horticulture Science
- Laws and Regulations, an Integrated Pest Management Approach
- Introduction to Viticulture
- Della Toffallo Cross-Flow Filters
- Cross-Flow Filter Operation
- Cross-Flow Filter Maintenance

#### **Safety Skills - OSHA 30 (Certified-OSHA Instructor)**

- OSHA 30



Employment Training Panel

**LIST OF PROPOSALS  $\leq$  \$75,000 APPROVED  
BY DELEGATION ORDER FOR 04/19/23 – 05/29/23**

<i>Project</i>		<i>Approved Date</i>	<i>Approved Amount</i>
ET23-0337	Morgan Gallacher, Inc. dba Custom Chemical Formulators Inc.	05/15/23	\$56,580
ET23-0372	Oncocyte Corporation	05/24/23	\$67,275
ET23-0354	Oven Fresh Bakery, Incorporated	05/19/23	\$17,940
ET23-0329	Skyworks Solutions, Inc.	04/19/23	\$32,660
ET23-0323	WFO Concepts	04/27/23	\$74,865

**Total -----\$249,320**



**RETRAINEE-JOB CREATION  
Training Proposal for:**

**Morgan Gallacher, Inc.**

**dba Custom Chemical Formulators Inc.**

**Delegation  $\leq$  \$75,000 Single Employer**

**Contract Number: ET23-0337**

**Approval Date:** May 15, 2023

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** S. Turner

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative SB <100	Industry Sector(s):	Manufacturing (E)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 44	U.S.: 44	Worldwide: 44
<u>Turnover Rate:</u>	14%		
<u>Managers/Supervisors:</u> (% of total trainees)	NA		

<b>In-Kind Contribution</b>
\$63,522

<b>Total ETP Funding</b>
\$56,580

<b>Small Business Only:</b>	Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No  Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>Out-of-State Competition:</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Occupations to be Trained:</b>	Administrative Staff, Distribution/Production Staff, Sales, Manager/Supervisor

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority SB<100	Business Skills Computer Skills Continuous Impr. Mfg. Skills OSHA 10/30	44	8-200	0	\$1,035	\$22.66
				Weighted Avg: 45			
2	Retrainee Priority SB<100 Job Creation	Business Skills Computer Skills Continuous Impr. Mfg. Skills OSHA 10/30	6	8-200	0	\$1,840	\$18.78
				Weighted Avg: 80			

**\*Post-Retention Wage is the Contractual Wage**

Minimum Wage by County:  
 Job Number 1: \$22.66 per hour for Los Angeles County.  
 Job Number 2 (Job Creation): \$18.78 per hour for Los Angeles County.  
**Health Benefits: Used to meet the Post-Retention Wage?:**  Yes  No  
 Job Number 1: Up to \$2.50 per hour may be used to meet the Post-Retention Wage.  
 Job Number 2: Up to \$0.78 per hour may be used to meet the Post Retention Wage.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>JOB NUMBER 1</b>		
Administrative Staff	\$20.16-\$25.00	2
Distribution/Production Staff	\$20.16-\$25.00	4
	\$25.01-\$30.00	16

Sales	\$20.16-\$25.00	18
Manager/Supervisor	\$21.00-\$25.00	2
	\$25.01-\$35.00	2
<b>JOB NUMBER 2</b>		
Distribution/Production Staff	\$18.00-\$20.00	6

**OVERVIEW**

<b>Year Company Founded:</b>	1962	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> <i>Single location</i> <b>Santa Fe Springs</b>
<b>Facility location(s)</b>	<ul style="list-style-type: none"> <li>• Santa Fe Springs (Los Angeles County)</li> </ul>	

<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>• Morgan Gallacher, Inc. dba Custom Chemical Formulators Inc. (CCFI) (<a href="http://www.customchem.com">www.customchem.com</a>) is a powder and liquid chemical blending manufacturing company with over 50 years of Contract Manufacturing experience throughout the United States and Canada.</li> <li>• Services offered include private labeling and packing, repacking and custom chemical product development from concept to commodity.</li> </ul>
<b>Customer Base</b>	<ul style="list-style-type: none"> <li>• Agriculture, Air Craft, Automotive, Electronic, Commercial Laundry, Food and Beverage, Gas &amp; Oil Field, Healthcare, Government, Industrial, Retail, and Sanitation</li> <li>• Customers include AT&amp;T, Verizon, and Fusion</li> </ul>

<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>• To maximize production effectiveness in Job Costing and Inventory Control, CCFI recently changed its software to streamline work processes including Accounting, Order Entry, Purchasing and CRM from Sage MAS 90 to QuickBooks.</li> <li>• To meet customer demand which is outpacing the Company's ability to produce in the following divisions, Telecom, Engineered Tank Manufacturing, and Rotational Molding.</li> <li>• To sustain business growth by providing company-wide work flow integration of operations, inventory, and production.</li> </ul>
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	<ul style="list-style-type: none"> <li>To remain compliant and up-to-date, certification standards are constantly changing for the Company as a USDA, EPA, FDA, and Kosher Certified facility.</li> </ul>
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**Training Plan:**

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>The proposed training will increase workforce skills, employee efficiency and productivity. This includes:           <ul style="list-style-type: none"> <li>- Cross-functional trained workforce skills</li> <li>- New software and Manufacturing technologies</li> <li>- Safety Protocols</li> </ul> </li> <li>Thirty-three percent of CCFI's current workforce has recently been hired, thereby, new employees must receive extensive training to increase their skill level.</li> <li>CCFI has recently invested a significant amount in new equipment enabling automated labelling and stamping, thereby, requiring training for its full utilization and operation. Training is not included in the purchase price.</li> </ul>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab       E-Learning

<b>Business Skills</b>	<b>Computer Skills</b>	<b>Continuous Improvement</b>
<b>Manufacturing Skills</b>	<b>OSHA 10/30</b>	

<b>Certified Safety Training</b>	<input checked="" type="checkbox"/> OSHA 10/30
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<b>Job Creation Justification</b>	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.
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**Training Hours**

<input checked="" type="checkbox"/> Weighted Average Hours over 45	80 hours (Job Number 2 – Job Creation)
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Due to the technical nature of CCFI business operations, newly-hired Distribution and Production trainees require approximately 80 hours of training (two weeks of an intensive training program at 40 hours per week). This will allow them to acquire the required level of competency to work independently and meet the quality standards of the business.

**Alternate Recordkeeping**

Staff has reviewed and approved the Company's request to use an alternate recordkeeping method.

**Veterans Program**

CCFI has not included a separate Veterans component in this proposal. However, the Company actively recruits Veterans for various employment opportunities and has utilized the Veterans Administration as a recruitment resource.

**Training Infrastructure & Administrative Plan**

<ul style="list-style-type: none"> <li>• <b>Trainers:</b></li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills, Continuous Improvement, Manufacturing Skills</li> <li><input checked="" type="checkbox"/> Vendor – Types of Training by vendor: To Be Determined (OSHA 10/30)</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Administration:</b></li> </ul>	<p>Controller, Chief Financial Officer, General Manager and Training Funding Source</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house</li> <li><input checked="" type="checkbox"/> Subcontractor</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Project Oversight:</b></li> </ul>	<p>The Company's Controller, Chief Financial Officer, and General Manager will oversee the project and training implementation of enrollment, scheduling training, securing rosters, and monitoring. An outside consultant has also been retained to assist in the project administration and ensure that all training records meet ETP compliance. Training will be conducted by in-house experts and vendors as needed. The Company has a detailed training schedule in place, and is prepared to commence upon contract approval.</p>

**Repeat Contract**

<ul style="list-style-type: none"> <li>• <b>Number Of Contracts in last 5 years:</b></li> </ul>	<p>2</p>
<ul style="list-style-type: none"> <li>• <b>Training provided / focus in last Contract:</b></li> </ul>	<ul style="list-style-type: none"> <li>• Production Safety Training (Hazmat), including Hazardous Materials and how to handle chemical waste materials for the Production Staff, Supervisors/Managers and Owner.</li> <li>• Productive Lab (Equipment Operation, Operations Process and Troubleshooting)</li> </ul>

<ul style="list-style-type: none"> <li><b>Difference in Training Plan:</b></li> </ul>	<ul style="list-style-type: none"> <li>This training project differs by focusing on increasing the skill level for new and existing employees on the procedural workflow and operations of newly purchased equipment.</li> </ul>
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**PRIOR PROJECTS**

The following table summarizes performance under an ETP Contract completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET20-0183	Santa Fe Springs	10/03/2019-10/02/2021	\$46,805	\$46,805 100%
ET17-0223	Santa Fe Springs	09/16/2016-09/15/2018	\$25,844	\$25,844 100%

**SUBCONTRACTORS**

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach	\$1,900
Administrative	Training Funding Source	Seal Beach	13% of earned funds
Training Vendors	To Be Determined		

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Business Skills**

- Accounting/Auditing
- Coaching
- Communication
- Credit & collection skills
- Customer Relations
- Goal Setting, Company Vision
- Inventory Control - JIT (Just in Time)
- Leadership
- Product Knowledge & Training
- Project Management
- Marketing/Sales
- Customer/Industry Applications Training
- Time Management

#### **Computer Skills**

- Adobe
- Computer Aided Design
- ERP (Enterprise Resource Planning)/MRP (Material Requirements Planning)  
Financial Accounting
- E-Mail marketing tools
- Microsoft Office
- Solid Works
- QuickBooks

#### **Continuous Improvement Skills**

- Change Management
- Hazard analysis and critical control points (HACCP)
- Injury Illness Prevention Program (IIPPP)
- Stormwater Control and Monitoring Program (SWCPA)
- Performance Improvement
- Process/Quality Improvement

#### **Manufacturing Skills**

- Blueprint reading
- Equipment Maintenance
- Good Manufacturing Processes
- Inspection Techniques/Quality Control
- Inventory Control-Cycle Counting
- Lean Manufacturing Warehouse procedures (Shipping, Receiving, Order picking/packing) Hand Tool Use Fiberglass Manufacturing Techniques Fiberglass Mold Manufacturing
- Machine Operation – Rotational Molding Machine Operation – Power Tools

- Thermopneumatic Welding Techniques

**Safety Skills - OSHA 10 (Certified-OSHA Instructor)**

- OSHA 10

**Safety Skills - OSHA 30 (Certified-OSHA Instructor)**

- OSHA 30



**RETRAINEE-JOB CREATION**  
**Training Proposal for:**  
**Oncocyte Corporation**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET23-0372**

**Approval Date:** May 24, 2023

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** S. Turner

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate SB <100 Job Creation Initiative	Industry Sector(s):	Other (J) Professional, Scientific Technology (54)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 50	U.S.: 50	Worldwide: 50
<u>Turnover Rate:</u>	20%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

<b>In-Kind Contribution</b>
\$117,000

<b>Total ETP Funding</b>
\$67,275

<b>Small Business Only:</b>	Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No  Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>Out-of-State Competition:</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Occupations to be Trained:</b>	Support Professionals (Finance, Operations, Marketing and Sales), Engineer, Scientist, Manager

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority SB<100	Business Skills Comm Skills Continuous Impr. Management Skills	50	8-200	0	\$1,035	\$40.00
				Weighted Avg: 45			
2	Job Creation Retrainee Priority SB<100	Business Skills Comm Skills Continuous Impr. Management Skills	15	8-200	0	\$1,035	\$40.00
				Weighted Avg: 45			

**\*Post-Retention Wage is the Contractual Wage**

<p><b>Minimum Wage by County:</b>                  Job Number 1: \$22.66 per hour for Orange County.                  Job Number 2 (Job Creation): \$18.54 per hour for Orange County.  <b>Health Benefits: Used to meet the Post-Retention Wage?:</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Although employer provides health benefits, they are not being used to meet the Post-Retention Wage.</p>
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Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>JOB NUMBER 1</b>		
Support (Finance, Operations, Marketing and Sales)	\$40.00-\$110.00	13
Engineer	\$75.00-\$120.00	9
Scientist	\$75.00-\$120.00	20
Manager	\$85.00-\$140.00	8

<b>JOB NUMBER 2</b>		
Support Professionals (Finance, Operations, Marketing and Sales)	\$40.00-\$110.00	5
Engineer	\$75.00-\$120.00	5
Scientist	\$75.00-\$120.00	5

**OVERVIEW**

<b>Year Company Founded:</b>	2009	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location Irvine
<b>Facility location(s) where training will occur</b>	<ul style="list-style-type: none"> <li>Irvine (Orange County)</li> </ul>	

<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>Oncocyte Corporation (Oncocyte) (<a href="http://www.oncocyte.com">www.oncocyte.com</a>) is a precision diagnostics company that serves the oncology community with molecular tests, research and clinical studies that deliver critically scientific information to improve the life of the patient and reduce the overall cost of care.</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>Health Care Providers</li> <li>Pathology Laboratories</li> <li>Reference Laboratories</li> <li>Research Institutions</li> </ul>

<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>Keep pace and gain traction with the industry’s changing external funding environment, Oncocyte must substantially accelerate its revenue generating capabilities. This entails:                         <ul style="list-style-type: none"> <li>Transitioning from pure research into later stage research and drug development</li> <li>More commercially-oriented products and services</li> </ul> </li> <li>Uphold and raise overall standards for drug efficacy and safety.</li> </ul>
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**Training Plan:**

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>Expand Oncocyte’s product portfolio development through more complex training in Business, Commercial and Management Skills as this training is needed for the Company’s specialized workforce.</li> <li>Improve and refine the Company’s cross functional core competencies through training to help amplify product sustainability and evolution.</li> </ul>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab                       E-Learning

<b>Business Skills</b>	<b>Commercial Skills</b>	<b>Continuous Improvement</b>
<b>Management Skills</b>		

<b>Job Creation Justification</b>	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.
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**Alternate Recordkeeping**

Staff has reviewed and approved the Company’s request to use an alternate recordkeeping method.

**Training Infrastructure & Administrative Plan**

<ul style="list-style-type: none"> <li><b>Trainers:</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Commercial Skills, Continuous Improvement, and Management Skills</li> <li><input checked="" type="checkbox"/> Vendor – Types of Training: Management Development</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li><b>Administration:</b> <p>Vice President of Operations and Project Management Office</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house</li> <li><input type="checkbox"/> Subcontractor</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li><b>Project Oversight:</b> <p>The Company’s Vice President of Operations and Project Management Office will oversee the project administration and training implementation of enrollment, scheduling training, securing rosters, and monitoring to ensure all training records meet ETP compliance. The Company has a detailed training schedule in place and is prepared to commence training upon contract approval.</p> </li> </ul>

**SUBCONTRACTORS**

<b>Subcontractor Type</b>	<b>Subcontractor Name</b>	<b>City</b>	<b>Cost / %</b>
Development	N/A		
Administrative	N/A		
Training Vendors	Hands On LLC (Management Development)	San Francisco	\$50,000

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Business Skills**

- Agile & Design Thinking
- Budget & Resource Management
- Finance for Non-Finance Managers
- Strategic Planning
- Team Optimization
- Influencing & Stakeholder Management
- Project Management
- Portfolio Management
- Emotional Intelligence
- Effective Communications
- Presenting Technical Information
- Navigating Difficult Conversations
- Negotiation Skills

#### **Commercial Skills**

- Health Economics
- Research & Development Introduction
- Research & Development Advanced
- Clinical Data Science
- Clinical Operations
- Drug Safety

#### **Continuous Improvement Skills**

- Business Process & Continuous Improvement
- Change Management
- Quality Management (Good Pharmaceutical Practices)
- Healthcare Compliance
- Root Cause Analysis / Problem-Solving

#### **Management Skills**

- Interviewing Skills
- Managing Others Fundamentals
- Coaching
- Delegation and Empowerment
- Creating Strategic Vision and Aligning Your Team
- The Neuroscience of Leadership
- Servant Leadership
- Giving and Receiving Feedback
- Conversational Intelligence
- Executive Presence



**RETRAINEE-JOB CREATION  
Training Proposal for:**

**Oven Fresh Bakery, Incorporated**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET23-0354**

**Approval Date:** May 19, 2023

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** San Francisco Bay Area

**Analyst:** A. Salinas

**PROJECT PROFILE**

Contract Attributes:	SB <100	Industry Sector(s):	Manufacturing (E)	
	Retrainee		Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
	Priority Rate			
	Job Creation Initiative			
Counties Served:	Alameda	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 13	U.S.: 13	Worldwide: 13	
<u>Turnover Rate:</u>	0%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

<b>In-Kind Contribution</b>
\$12,000

<b>Total ETP Funding</b>
\$17,940

<b>Small Business Only:</b>	Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>Occupations to be Trained:</b>	Production Workers, Managers

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority SB<100	Business Skills Computer Skills Continuous Impr. Mfg. Skills	2	8-200	0	\$1,380	\$30.00
				Weighted Avg: 60			
2	Job Creation Retrainee Priority SB<100	Business Skills Computer Skills Continuous Impr. Mfg. Skills	11	8-200	0	\$1,380	\$20.60
				Weighted Avg: 60			

\*Post-Retention Wage is the Contractual wage.

**Minimum Wage by County: Job Number 1:** \$24.72 per hour for Alameda County

**Job Number 2 (Job Creation):** \$20.60 per hour for Alameda County

**Health Benefits: Used to meet the Post-Retention Wage?:**  Yes  No

Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Number 2.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1: Retrainee</b>		
Managers	\$30.00 - \$35.00	2
<b>Job Number 2: Job Creation</b>		
Production Workers	\$18.10 - \$20.00	9
	\$20.01 - \$20.10	1
Managers	\$30.00 - \$35.00	1

**OVERVIEW**

<b>Year Company Founded:</b>	1975	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location
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<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>Production and distribution of baked goods</li> </ul>
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<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>• Wholesale Distributors</li> <li>• Large and Small Retail Bakeries</li> <li>• Wholesale Bakeries</li> <li>• Hotels</li> <li>• Restaurants</li> </ul>
<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>• The Company is developing and implementing new internal processes to keep up-to-date with changing industry quality and safety standards.</li> <li>• Upskilling is necessary to develop a more aggressive marketing and sales strategy to grow its customer base.</li> </ul>

**Training Plan:**

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>• Production Workers will receive training in food safety and lean manufacturing to remain current with industry standards and enhance the Company's internal production processes, keeping employees and customers safe.</li> <li>• Managers will receive Business Skills training in courses such as Sales Strategies, Marketing Strategies, and Marketing Techniques to further their outreach efforts.</li> </ul>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/Lab    E-Learning

<b>Continuous Improvement</b>	<b>Business Skills</b>	<b>Computer Skills</b>
<b>Manufacturing Skills</b>		

<b>Job Creation Justification</b>	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function
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**Training Hours**

<input checked="" type="checkbox"/> Weighted Average Hours over 45	60 Hours
<p>Between all training topics identified on the curriculum, an average of 60 hours of training will be delivered. For example, the GMP (Manufacturing Skills) course usually averages around 16 hours and the HACCP and SQF (Continuous Improvement) courses average around 20 hours combined. Additionally, the Job Creation trainees will require more training than incumbent staff due to only having basic skills when starting. Even though Safety Training (Manufacturing Skills) is limited to ten percent of the total training hours per trainee (maximum of 20 hours if the 200-hour cap per trainee is delivered), food and production safety courses are in high demand due to their importance in the manufacturing process.</p>	

**Alternate Recordkeeping**

Staff has reviewed and approved the Company’s request to use an alternate recordkeeping method.

**Training Infrastructure & Administrative Plan**

<ul style="list-style-type: none"> <li>• <b>Project Oversight:</b>  The Office Manager (dedicated administrator), Administrative Staff, and Quality Assurance Manager will oversee the project. The Company has already developed a training plan schedule to better manage the planning and execution of training courses.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Trainers:</b>  <input checked="" type="checkbox"/> In-house – Types of Training: Business, Computer, Continuous Improvement and Manufacturing Skills</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Administration:</b>  The Office Manager, Administrative Staff, and Quality Assurance Manager will be handling the administration of this project.  <input checked="" type="checkbox"/> In-house <input type="checkbox"/> Subcontractor</li> </ul>

**Repeat Contract**

<b>Number Of Contracts in last 5 years:</b>	2
<b>Training provided / focus in last Contract:</b>	<ul style="list-style-type: none"> <li>• COVID-19 Procedures</li> <li>• Food Safety</li> <li>• Standard Operating Procedures</li> </ul>
<b>Difference in Training Plan:</b>	There will be some similar courses included in this project, but the content has changed due to changing industry standards and customer needs. In addition, the Company has included Job Creation in this project.

**ACTIVE PROJECTS**

The following table summarizes Contractor’s performance under an active ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained	Potential Earnings (Based on Tracked Hours) (\$ %)
ET21-0315 (COVID Pilot)	\$16,000	6/2/21 – 6/1/23	8	8	8	\$0* (0%)

\*For this COVID Pilot project, its hours have not yet been uploaded into the system. Contractor expects to earn 100% of total contract funds.

**PRIOR PROJECTS**

The following table summarizes performance under an ETP Contract completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET18-0202	Hayward	4/2/18 – 4/1/20	\$17,368	\$17,368 (100%)

**SUBCONTRACTORS**

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	N/A		
Administrative	N/A		
Training Vendors	N/A		

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **BUSINESS SKILLS**

- Sales Strategies
- Marketing Strategies
- Marketing Techniques
- Negotiating Skills (non-legal/labor law)
- Business Administration

#### **COMPUTER SKILLS**

- Spreadsheets
- PowerPoint
- QuickBooks

#### **CONTINUOUS IMPROVEMENT**

- Hazard Analysis and Critical Control Point/Food Safety/Safe Quality Food/  
Food Safety Modernization Act
- Lean Manufacturing
- Leadership Skills
- Communication
- Creative/Innovative Thinking
- Decision Making
- Developing Action Plans
- Problem Solving
- Team Building

#### **MANUFACTURING SKILLS**

- Food Safety
- Workplace Safety
- Good Manufacturing Practices



**Training Proposal for:  
Skyworks Solutions, Inc.**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET23-0329**

**Approval Date:** April 19, 2023

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** S. Turner

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Manufacturing (E)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Orange, Santa Clara, Ventura	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 1,423	U.S.: 2,735	Worldwide: 11,300	
<u>Turnover Rate:</u>	2%			
<u>Managers/Supervisors:</u> (% of total trainees)	8%			

<b>In-Kind Contribution</b>
\$56,000

<b>Total ETP Funding</b>
\$32,660

<b>Occupations to be Trained:</b>	Technician Staff, Operations Staff, IT/Engineering Staff, Managers
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority	Business Skills Computer Skills Continuous Impr. HAZWOPER Mfg. Skills	71	8-200	0	\$460	\$22.66
				Weighted Avg: 20			

**\*Post-Retention Wage is the Contractual Wage**

**Minimum Wage by County:** \$22.66 per hour for Orange and Ventura Counties; \$24.72 per hour for Santa Clara County.  
**Health Benefits: Used to meet the Post-Retention Wage?:**  Yes  No  
 Up to \$2.16 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Technician Staff	\$20.50 - \$25.00	4
	\$25.01 - \$54.00	10
Operations Staff	\$20.60 - \$25.00	3
	\$25.01 - \$70.00	10
Information Technology/Engineering Staff	\$21.85 - \$25.00	3
	\$25.01 - \$90.00	35
Managers	\$42.15 - \$90.00	6

**OVERVIEW**

<b>Year Company Founded:</b>	1962	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location Irvine
<b>Facility Locations Outside CA</b>	<ul style="list-style-type: none"> <li>• Massachusetts, Maryland, Iowa, and North Carolina</li> <li>• Mexico</li> <li>• Canada</li> <li>• Asia</li> <li>• Europe</li> </ul>	
<b>Total Number of Facility locations in California</b>	3	

<b>Facility location(s) where training will occur</b>	<ul style="list-style-type: none"> <li>• Newbury Park (Ventura County)</li> <li>• Irvine (Orange County)</li> <li>• Milpitas (Santa Clara County)</li> </ul>
<b>Participating Affiliates &amp; Respective Facility Location(s) where training will occur:</b>	<ul style="list-style-type: none"> <li>• Isolink, Inc. (Milpitas, CA)</li> </ul>
<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>• Skyworks Solutions, Inc., (Skyworks) (<a href="http://www.skyworksinc.com">www.skyworksinc.com</a>) and subsidiary, Isolink Inc. manufactures and markets high-performance analog and mixed signal semiconductors. Its products support automotive, broadband, cellular infrastructure, energy management, global position systems, medical, military, wireless networking, smartphone and tablet applications. Skyworks products include amplifiers, attenuators, circulators, detectors, diodes, directional couplers, front-end modules, hybrids, infrastructure Radio Frequency (RF) subsystems, isolators, lighting and display solutions, power dividers/combiners, power management devices, receivers, switches and technical ceramics.</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>• Automotive, Aerospace and Defense, Computer Technology, Electronics, Broadband, and Medical</li> <li>• Customers include Google, Verizon, Samsung, Siemens, Dell, Ford, NetGear, IBM, Audi, Tesla, Microsoft, and Cisco</li> </ul>
<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>• To meet the accelerated profitable growth in key industry segments, specifically automotive, including electric and hybrid vehicles, Skyworks has expanded into strategic end markets by recently completing the acquisition of the infrastructure and automotive business of Silicon Labs.</li> <li>• To keep pace with high-tech development and trends, Skyworks has launched several new product solutions such as Skyworks' AccuTime; SkyOne Ultra 3; and the next-generation Si89xx isolated Amplifier and Delta-Sigma Modulator.</li> <li>• To meet the rapid demand of RF power amplifiers due to an increase in 5G deployment, cloud computing applications, and conversion from Wi-Fi 6 to 6E solutions.</li> </ul>

**Training Plan:**

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>• To remain competitive with the latest technological changes and emerging products.</li> <li>• The need for the frontline workforce to design, produce, sell and service highly technical products.</li> <li>• Skyworks has invested a significant amount in new technology requiring employee training for its full utilization and quality standard operation. Training is not included in the purchase price.</li> </ul>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab                       E-Learning

<b>Business Skills</b>	<b>Computer Skills</b>	<b>Commercial Skills</b>
<b>Continuous Improvement</b>	<b>Manufacturing Skills</b>	<b>Hazwoper</b>

**Electronic Recordkeeping/LMS**

Skyworks is using an electronic learning management system to track training completion and to ensure accurate recordkeeping. ETP staff has reviewed and approved the learning management system.

**Training Infrastructure & Administrative Plan**

<ul style="list-style-type: none"> <li>• <b>Trainers:</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house – Types of Training: Manufacturing Skills, Business Skills, Computer Skills and Continuous Improvement</li> <li><input checked="" type="checkbox"/> Vendor – Types of Training by vendor: To Be Determined</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>• <b>Administration:</b> <p>Trainer, Training Managers and Training Funding Partners</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house</li> <li><input checked="" type="checkbox"/> Subcontractor</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>• <b>Project Oversight:</b> <p>The Company’s Training Director will oversee the implementation of this project along with two dedicated staff persons who will be responsible for course scheduling, delivery coordination, completion tracking, and documentation of training in the LMS. An outside consultant has also been retained to assist in the project administration and ensure that all training records meet ETP compliance. Training will be conducted by in-house experts and vendors as needed. The Company has a detailed training schedule in place, and is prepared to commence upon contract approval.</p> </li> </ul>	

**Repeat Contract**

<ul style="list-style-type: none"> <li><b>Number Of Contracts in last 5 years:</b></li> </ul>	2
<ul style="list-style-type: none"> <li><b>Training provided / focus in last Contract:</b></li> </ul>	<ul style="list-style-type: none"> <li>Training focused on technologies, products and content of Wi-Fi 6, Internet of Things and 5G.</li> </ul>
<ul style="list-style-type: none"> <li><b>Difference in Training Plan:</b></li> </ul>	<ul style="list-style-type: none"> <li>Training in new cutting-edge technologies, products, and content with a concentration in automotive products, including electric and hybrid vehicles.</li> <li>Training of new hires not trained in prior ETP projects.</li> </ul>

**PRIOR PROJECTS**

The following table summarizes performance under ETP Contracts completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
*ET20-0317	Statewide	05/26/20-05/25/22	\$96,600	\$32,776 (34%)
18CS-0028	Statewide	12/31/17-12/30/19	\$88,640	\$88,640 (100%)

\*The Company’s previous projects were very successful and earned between 90 and 100%. The most recent project (ET20-0317) took place during the first two years of the COVID Pandemic. Company operations requires hands-on and in-person training which were not possible due to Stay at Home orders as well as social distancing requirements. Since trainees are now working on site, training has resumed. The new proposal has been right sized to its prior earnings.

**SUBCONTRACTORS**

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Partners	Huntington Beach	\$2,208
Administrative	Training Funding Partners	Huntington Beach	13% of payment earned
Training Vendors	To Be Determined		

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Business Skills**

- Advanced Customer Support
- Communication Skills for Business
- New Products/Technology
- Presentation Design and Delivery Skills
- Sales/Marketing Strategies
- Train-The Trainer Skills

#### **Computer Skills**

- JMP (Java Server Pages) Scripting
- Network Devices/Components/Applications
- Quality System Application Skills
- Software Programming Skills
- Software/Hardware Design Application Skills

#### **Continuous Improvement Skills**

- Advanced Leadership Skills
- Analytical Decision Making/Critical Thinking Skills
- Process/Performance/Design Improvement
- Quality Management System
- Statistics for Design Engineering
- Team Development
- Troubleshooting/Root Cause Analysis

#### **HazWoper**

- Hazardous Waste Operations and Emergency Response

#### **Manufacturing Skills**

- Advanced Engineering Skills/Methodologies
- Agile/Rapid Product Design
- Engineer Cross Training
- New Design and Engineering Methodology



**RETRAINEE-JOB CREATION**  
**Training Proposal for:**  
**WFO Concepts**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET23-0323**

**Approval Date:** April 27, 2023

**Panel Meeting of:** June 9, 2023

**ETP Regional Office:** Sacramento

**Analyst:** M. Sladewski

**PROJECT PROFILE**

Contract Attributes:	Retrainee SB <100 Job Creation Initiative Veterans	Industry Sector(s):	Services (G)  Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Placer	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 24	U.S.: 24	Worldwide: 24
<u>Turnover Rate:</u>	8%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

<b>In-Kind Contribution</b>
\$218,823

<b>Total ETP Funding</b>
\$47,150

<b>Small Business Only:</b>	Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No  Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>Occupations to be Trained:</b>	Cad Designer, Sales and Marketing, Fabricator/Welder, Shipping/Logistics, Team Leads

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee SB<100	Business Skills Comm Skills Computer Skills Continuous Impr. HazMat Mfg. Skills OSHA 10/30	23	8-200	0	\$1,150	\$22.66
				Weighted Avg: 50			
2	Retrainee Job Creation SB<100	Business Skills Comm Skills Computer Skills Continuous Impr. HazMat Mfg. Skills OSHA 10/30	12	8-200	0	\$1,380	\$20.00
				Weighted Avg: 60			
3	Retrainee Job Creation Veterans SB<100	Business Skills Comm Skills Computer Skills Continuous Impr. HazMat Mfg. Skills OSHA 10/30	3	8-200	0	\$1,380	\$20.00
				Weighted Avg: 60			

**\*Post-Retention Wage is the Contractual Wage**

**Minimum Wage by County:** Job Number 1: \$22.66 per hour in Placer County.  
Job Number 2 & 3 (Job Creation): \$18.54 per hour in Placer County.  
**Health Benefits: Used to meet the Post-Retention Wage?:**  Yes  No  
Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Number 1.

<b>Wage Range by Occupation</b>		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Shipping/Logistics	\$20.16-\$25.00	1
	\$25.01-\$26.00	2
Fabricator/Welder	\$22.00-\$25.00	6
	\$25.01-\$28.00	5
Sales and Marketing	\$23.00-\$25.00	2
	\$25.01-\$28.00	2
CAD Designer	\$25.00-\$32.00	3
Team Leads	\$30.00-\$40.00	2
<b>Job Number 2</b>		
Sales and Marketing	\$20.00-\$25.00	1
	\$25.01-\$26.00	1
Fabricator/Welder	\$20.00-\$25.00	4
	\$25.01-\$28.00	3
CAD Designer	\$24.00-\$25.00	1
	\$25.01-\$32.00	2
<b>Job Number 3</b>		
Sales and Marketing	\$20.00-\$25.00	1
Fabricator/Welder	\$25.01-\$28.00	1
CAD Designer	\$25.01-\$32.00	1

## **OVERVIEW**

<b>Year Company Founded:</b>	2003	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> <i>Single location</i> Auburn, CA (Placer County)
<b>Facility location(s) where training will occur</b>	<ul style="list-style-type: none"> <li>Auburn, CA (Placer County)</li> </ul>	
<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>WFO Concepts (WFO) (<a href="http://www.wfoconcepts.com">www.wfoconcepts.com</a>) specializes in the manufacturing of custom application parts for off road vehicles.</li> </ul>	
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>U.S. and international resale businesses</li> <li>U.S. and international general public</li> </ul>	

<p><b>Business / Industry Needs / Changes</b></p>	<ul style="list-style-type: none"> <li>• WFO's product line has a need to update to incorporate new technology and new materials into its aftermarket manufactured products.</li> <li>• WFO will utilize new light-weight materials that require different manufacturing procedures, tooling and processes in order to aid in fuel efficiencies.</li> <li>• New models from vehicle manufacturers require new research and development to design new aftermarket parts, while developing both performance profiles and maintaining safety standards for vehicle fitment and usage.</li> <li>• The Company has acquired another 7500 square feet of manufacturing space within the industrial complex that the Company inhabits. This space will be used for both manufacturing operations as well as inventory and shipping.</li> </ul>
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**Training Plan:**

<p><b>Need for Training:</b></p>	<ul style="list-style-type: none"> <li>• WFO has expanded product lines, new technology and equipment. They will need to train employees to meet their business needs and expand employee skills sets.</li> <li>• WFO will hire new employees to staff the expanded manufacturing space. The Company has developed a training plan for new workers to provide them with skills to produce the high level of quality work that the Company expects.</li> </ul>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab                       E-Learning

<p><b>Business Skills</b></p>	<p><b>Commercial Skills</b></p>	<p><b>Computer Skills</b></p>
<p><b>Continuous Improvement</b></p>	<p><b>Hazardous Material Skills</b></p>	<p><b>Manufacturing Skills</b></p>
<p><b>OSHA 10/30</b></p>		

<p><b>Certified Safety Training</b></p>	<p><input checked="" type="checkbox"/> OSHA 10/30</p>
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<p><b>Job Creation Justification</b></p>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function</li> <li><input checked="" type="checkbox"/> Opening specific new plants or facilities, expanding or upgrading existing facilities, and/or repurposing existing unused space/buildings or facilities</li> </ul>
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## Training Hours

<input checked="" type="checkbox"/> Weighted Average Hours over 45	50 hours for Job Number 1; 60 hours for Job Number 2; and 60 hours for Job Number 3.
There are no training programs viable for the type of work WFO does so the majority of employees are hired with limited experience. Due to the nature of the business being custom-build, each job has a different level of complexity, so becoming masters in the field is essential for success. WFO predicts that it takes about 500 hours of training per year to become a subject matter expert in this industry.	

## Veterans Program

<b>Number of Veterans</b>	WFO will hire and train 3 Veterans in this project. \$23 reimbursement for all Types of Proposals
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## Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> <li>• <b>Trainers:</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, Hazardous Material Skills, Manufacturing Skills, and OSHA 10/30</li> <li><input checked="" type="checkbox"/> Vendor – Types of Training by vendor: To be determined</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• <b>Administration:</b> <p>WFO has retained an administrative subcontractor to assist with the administering of the training Contract.</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> In-house</li> <li><input checked="" type="checkbox"/> Subcontractor</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• <b>Project Oversight:</b> <p>WFO has identified the Operations Manager to help facilitate administration of this project, including roster collection and scheduling training with the assistance of an experienced Subcontractor. The Company has identified subject matter experts who will be delivering training in-house.</p> </li> </ul>

**SUBCONTRACTORS**

<b>Subcontractor Type</b>	<b>Subcontractor Name</b>	<b>City</b>	<b>Cost / %</b>
Development	Synergy Management Consultants, LLC	Grass Valley, CA	\$5,000
Administrative	Synergy Management Consultants, LLC	Grass Valley, CA	13%
Training Vendors	To be determined	To be determined	To be determined

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Business Skills**

- Time Management
- Problem Solving
- Communications
- Coaching
- Leadership Training
- Ergonomics
- Team Building
- Presentation Skills
- Customer Service
- Sales Procedures and Strategies
- Sales Account Management

#### **Commercial Skills**

- Product Knowledge
- OEM (Original Equipment Manufacturer)
- Aftermarket Product Knowledge
- Fire Safety
- Working in Extreme Weather Conditions
- Ladder Safety
- Back Safety/Lifting Properly
- Forklift Safety

#### **Computer Skills**

- MobilFrame Software
- B2W Estimating Software
- OPA Software
- Smartsheets
- Mini Mac 400 operation
- CNC software
- Torchmate Software
- SolidWorks CAD
- Quickbooks Software

#### **Continuous Improvement Skills**

- Leadership Skills
- Teambuilding
- Root Cause Analysis
- Kaizen Event Strategy & Implementation
- Lean Concepts/Lean production/Lean Office
- Process/Quality Improvement
- Problem Solving/Decision Making Skills

- Inventory Control
- Standard Operating Procedures

### **Hazardous Materials Skills**

- Completing Material Safety Data Sheets (MSDS)
- Emergency Clean-up
- Registration, Evaluation, Authorization & Restriction of Chemical Substances
- Chemical Handling

### **Manufacturing Skills**

- Machining Skills
- Measurement, Materials and Safety
- Job Planning, Benchwork, Layout
- Manual Milling Skills
- Turning Operations
- Grinding Skills
- Drill Press Skills
- CNC Programming Set up
- CNC Operations Milling
- CNC Operations Turning
- Metal Forming
- Lathe Operation
- Stamping
- Tooling
- Compound Dies
- Progressive Dies
- Press Brake Skills
- Drive Press Brake Skills
- Non-CNC Setup Press Brake
- Slide forming set up and Operations
- Screw Machining
- Single Spindles
- Multiple Spindles
- Machine Maintenance
- Component Setup
- Welding
- Mig Welding
- TIG Welding
- Die Making
- Cutting Operations
- Plasma Cutting
- Plasma Table Operations
- Band Saw Operations Horizontal
- Band Saw Vertical
- Bending
- Tube Bender
- Tube Notcher
- CAD Process

### **Manufacturing Skills**

- Machining Skills
- Measurement, Materials and Safety
- Job Planning, Benchwork, Layout
- Manual Milling Skills
- Turning Operations
- Grinding Skills
- Drill Press Skills
- CNC Programming Set up
- CNC Operations Milling
- CNC Operations Turning
- Metal Forming
- Lathe Operation
- Stamping
- Tooling
- Compound Dies
- Progressive Dies
- Press Brake Skills
- Drive Press Brake Skills
- Non-CNC Setup Press Brake
- Slide forming set up and Operations
- Screw Machining
- Single Spindles
- Multiple Spindles
- Machine Maintenance
- Component Setup
- Welding
- Mig Welding
- TIG Welding
- Die Making
- Cutting Operations
- Plasma Cutting
- Plasma Table Operations
- Band Saw Operations Horizontal
- Band Saw Vertical
- Bending
- Tube Bender
- Tube Notcher

- Torchmate Process
- Plasma Table

**Safety Skills - OSHA 10 (Certified-OSHA Instructor)**

- OSHA 10

**Safety Skills - OSHA 30 (Certified-OSHA Instructor)**

- OSHA 30